



TRAVEL WITH PURPOSE®

2013-2014 CORPORATE RESPONSIBILITY REPORT

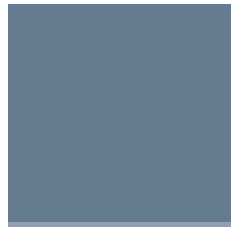
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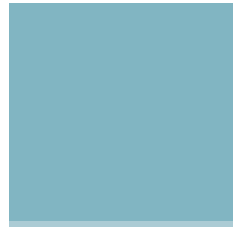
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(Clockwise from upper left) Hilton HHonors; My Little Hilton; Conrad Hong Kong; Hilton London Syon Park; Hilton Bora Bora Nui Resort & Spa

APPROACH



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A MESSAGE FROM OUR CEO



“Over the last seven years, we have focused on aligning our widespread organization and culture around a shared vision, mission, values and set of key strategic priorities. These foundational elements have enabled our success and ensure that we have a common sense of who we are, where we’re going and what we stand for as a company.

Christopher J. Nassetta
President and Chief Executive Officer

2013 was a year of tremendous progress on all fronts, culminating with our record-breaking initial public offering (IPO) in December. Once again we are a publicly traded company and excited to pursue the exceptional growth opportunities before us. As we realize these opportunities, we are mindful of the need to achieve this growth in a responsible and sustainable manner.

Conrad Hilton founded the company in 1919 with the purchase of his first hotel in Cisco, Texas. His belief that travel and tourism could be a powerful driver of progress continues to inspire us today. For nearly a century, our hotels have welcomed guests from around the world, creating experiences that enrich people’s lives and delivering economic and social benefits to our local communities.

Over the last seven years, we have focused on aligning our widespread organization and culture around a shared vision, mission, values and set of key strategic priorities. These foundational elements have enabled our success and ensure that we have a common sense of who we are, where we’re going and what we stand for as a company. Travel with Purpose, our corporate responsibility strategy is embedded in our culture and throughout our business. It allows us to take advantage of our global footprint and scale while also realizing the need for local solutions.

As I travel around the world, I have the privilege to witness our commitment and impact first-hand. We are a business of people serving people, and our Team Members and franchise partners extend their passion for hospitality beyond our hotel walls every day. It has been immensely gratifying to see how hotel teams drive local solutions that result in new opportunities for youth, the development of responsible supply chains, conservation of scarce natural resources, as well as greater cultural understanding and encouragement of human rights to name a few. Each of these examples demonstrates shared value not only for our business but also for society.

A MESSAGE FROM OUR CEO (CONT'D)



A few of my favorite examples include:

- Reducing energy use by 13.6 percent, carbon output by 20.2 percent, waste output by 26.8 percent and water use by 13.1 percent since 2009
- Announcing our global “Open Doors” commitment that aims to impact at least 1 million young people by 2019 by helping them to reach their full potential
- Achieving ISO 50001 certification for energy management across our entire portfolio of hotels
- Hiring over 2,000 veterans since launching Operation: Opportunity in 2013
- Hosting over 600 career awareness events as part of Careers@HiltonLive, impacting more than 73,000 young people
- Training nearly 2,000 general managers and department heads on child trafficking awareness and reaching more than 45,000 Team Members through our Code of Conduct training
- Activating nearly 2,400 global projects during our second annual Global Week of Service and achieving nearly 200,000 volunteer hours across our global footprint
- Participating for the first time in the Carbon Disclosure project
- Supporting more than 700 hotels with our Living Sustainably environmental awareness campaign

As we celebrate our success over the last seven years, we are also looking to the future, and which issues will have the most impact on our business. We will release our Travel with Purpose strategy and next set of goals in early 2015 and look forward to sharing our ongoing journey with you.

Thank you for traveling with us.



Christopher J. Nassetta
President and Chief Executive Officer

ABOUT HILTON



HILTON WORLDWIDE

A leader in the hospitality industry since our founding in 1919.



OUR VISION

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



OUR MISSION

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



OUR VALUES

- HOSPITALITY** We're passionate about delivering exceptional guest experiences.
- INTEGRITY** We do the right thing, all the time.
- LEADERSHIP** We're leaders in our industry and in our communities.
- TEAMWORK** We're team players in everything we do.
- OWNERSHIP** We're the owners of our actions and decisions.
- NOW** We operate with a sense of urgency and discipline.

OUR PORTFOLIO OF BRANDS (AS OF JUNE 30, 2014)

| BRAND | Hilton HOTELS & RESORTS | WALDORF ASTORIA HOTELS & RESORTS | CONRAD HOTELS & RESORTS | CURIO A COLLECTION BY HILTON | DOUBLETREE BY HILTON | EMBASSY SUITES | Hilton Garden Inn | Hampton | HOMEWOOD SUITES BY HILTON | HOME2 SUITES BY HILTON | Hilton Grand Vacations |
|-------------|----------------------------|--|----------------------------|---------------------------------|-------------------------|-------------------|-------------------------|----------------|---------------------------------|---------------------------|---------------------------|
| CHAIN SCALE | Upper Upscale | Luxury | Luxury | Collection | Upscale | Upper Upscale | Upscale | Upper Midscale | Upscale | Upper Midscale | Timeshare |
| COUNTRIES | 81 | 12 | 17 | 1 | 34 | 6 | 21 | 15 | 3 | 2 | 4 |
| PROPERTIES* | 553 | 27 | 23 | 5** | 387 | 218 | 598 | 1,964 | 346 | 34 | 44 |

*Excludes eight unbranded hotels with 2,367 rooms, representing approximately 0.2 percent of total rooms.
**Signed deals as of 8/1/2014

ABOUT HILTON (CONT'D)

HOW OUR SEGMENTS GENERATE REVENUE

MANAGEMENT & FRANCHISE

Management and franchise fees
Property management at timeshare properties

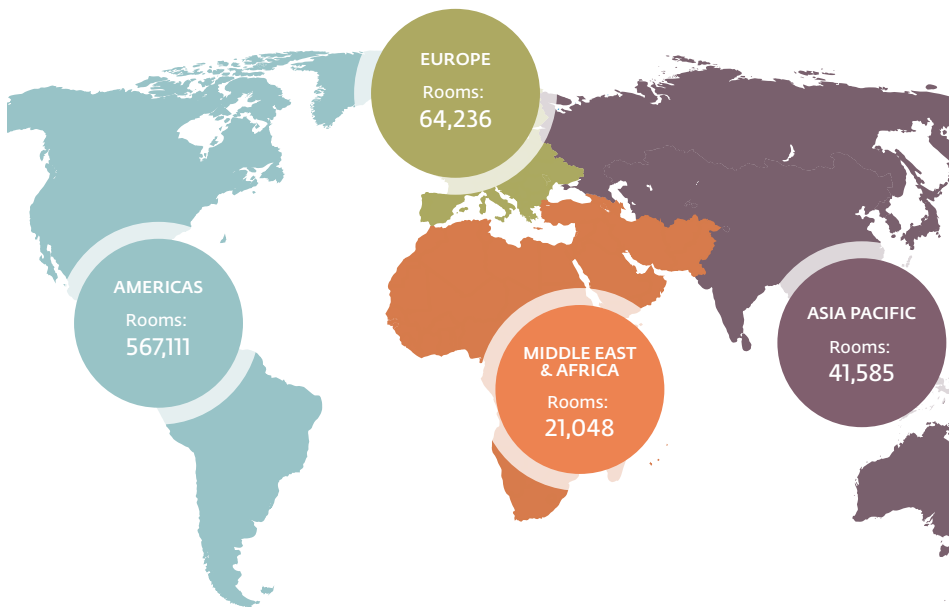
OWNERSHIP

Hotel room rentals, food and beverage sales and other services at owned and leased hotels

TIMESHARE

Marketing and selling interests
Consumer financing
Resort operations

WHERE WE DO BUSINESS (AS OF JUNE 30, 2014)



(AS OF JUNE 30, 2014)

693,980

Rooms

4,202

Properties

155,000

Team Members in our managed properties and corporate offices

93

Countries & Territories

127 Million

Guests Served Annually



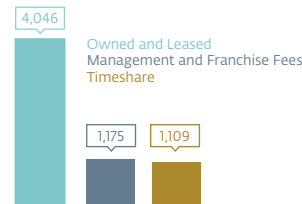
DoubleTree by Hilton Hotel Shanghai, Pudong, China

FINANCIAL PERFORMANCE

TOTAL REVENUES (IN MILLIONS)



2013 REVENUE BY SEGMENT (IN MILLIONS)



ADJUSTED EBITDA (IN MILLIONS)



BASIC AND DILUTED EARNINGS PER SHARE (IN DOLLARS)



STRATEGY

OUR JOURNEY TO DATE

In the past five years, we have taken a strategic, formalized approach to responsibility and sustainability in order to deliver value to our business and maximize our societal impact.

2009

- Introduced five-year energy, carbon emissions, waste and water goals

2010

- Unveiled LightStay™, a proprietary system to measure and analyze our sustainability performance

2011

- Launched Travel with Purpose – our global corporate responsibility strategy
- Signed EPCAT Code of Conduct
- Achieved waste goal ahead of schedule
- Achieved ISO 9001 certification for quality management and ISO 14001 for environmental management across our entire portfolio of hotels

2012

- Signed United Nations Global Compact
- Launched Global Team Member Volunteer Program and held first annual Global Week of Service
- Achieved water goal ahead of schedule

2013

- Published first comprehensive Corporate Responsibility Report
- Launched Travel with Purpose Action Grant Program
- Pledged to hire 10,000 veterans in the U.S. over the next five years
- Achieved carbon goal

2014

- Launched Travel with Purpose Council
- Committed to impacting 1 million young people by 2019
- Achieved ISO 50001 certification across our entire portfolio of hotels
- Launched *Global Youth Wellbeing Index*
- Banned shark fin from our menus



Hilton Whistler Resort & Spa, B.C., Canada

OUR IMPACT



¹United Nations World Tourism Organization, UNTWO Tourism Highlights 2014
²World Travel & Tourism Council <http://www.wttc.org/research/economic-impact-research/>

STRATEGY (CONT'D)

ACTION AREAS

Conrad Hilton believed that the travel and tourism industry is a powerful engine of progress. Our goal is to create shared value for our business and the communities in which we live, work and travel. We will achieve this goal through our overarching corporate responsibility strategy, Travel with Purpose.

CREATING OPPORTUNITIES



FOCUS AREAS

- Youth Opportunity
- Workforce Development and Career Pathways
- Diversity and Inclusion
- Wellness

GOALS

- Nurture a safe, healthy, diverse and inclusive workplace that reflects the global communities where we live, work and travel
- Support individuals to gain access to education, training and employment at our hotels
- Impact 1 million young people by 2019
- Hire 10,000 veterans, spouses and dependents over the next five years

STRENGTHENING COMMUNITIES



FOCUS AREAS

- Local Economic Impact
- Community Hospitality
- Disaster Support
- Human Rights

GOALS

- Respect human rights in the workplace, our communities and throughout our supply chain
- Bring our hospitality expertise to the communities where we live, work and travel

CELEBRATING CULTURES



FOCUS AREAS

- Global Commerce
- Welcoming Diversity in Travel
- Local Experiences

GOALS

- Welcome the world to our hotels and enviable experiences that celebrate diverse global cultures and leave a positive social and economic contribution in our backyard communities
- Facilitate freedom of travel through global policies and advocacy

LIVING SUSTAINABLY



FOCUS AREAS

- LightStay
- Energy, Carbon, Waste, Water
- Supply Chain
- Sustainability Awareness

GOALS

- Continue to reduce our environmental footprint through energy and water efficiencies, and investing in renewable energy
- Reduce our waste to landfill by implementing our RePurpose program
- Partner with our suppliers to push innovation and ensure a responsible supply chain

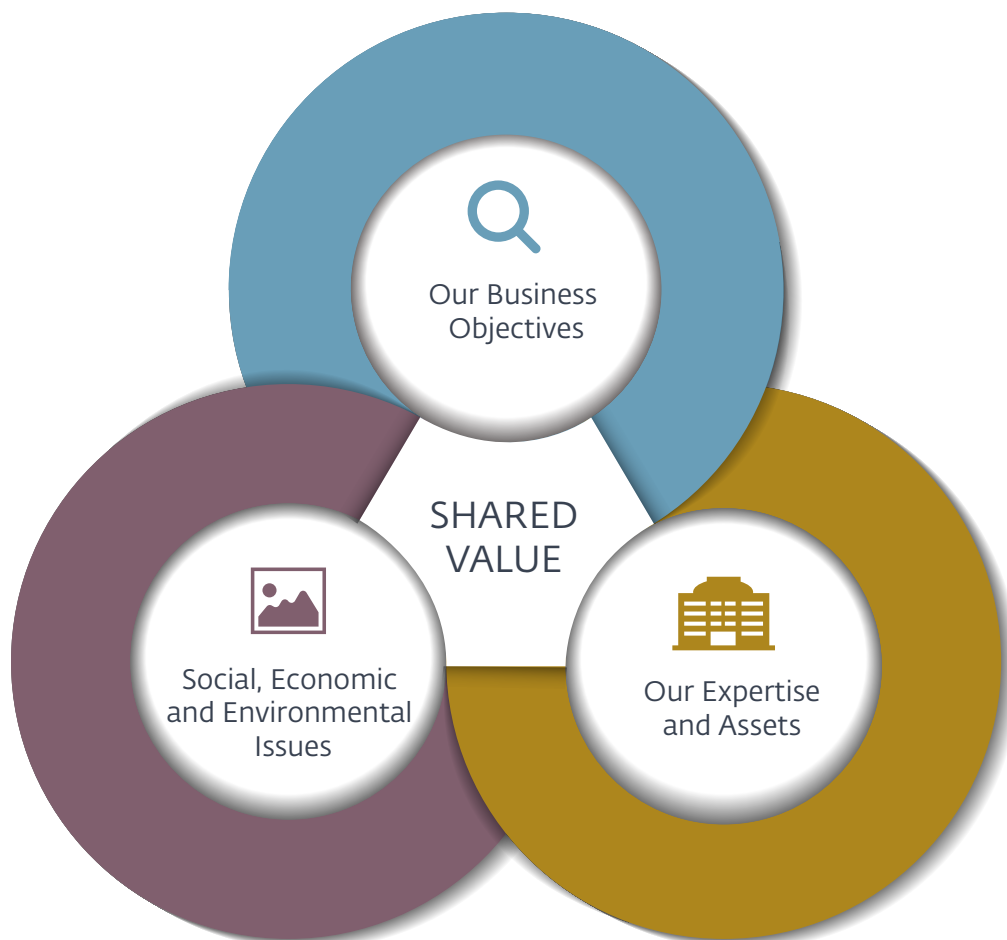
STRATEGY (CONT'D)

Shared Value

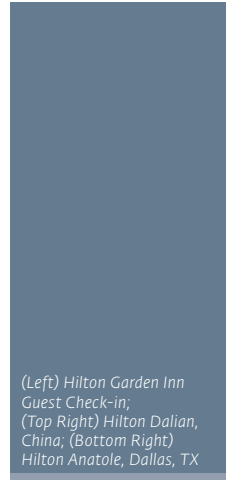
In 2011 we launched our commitment to Travel with Purpose, a holistic strategy that leverages our diversification and scale as the fastest-growing hospitality company with a pledge to create shared value for our Team Members, guests, franchise and business partners and communities.

Over the last four years we have built a strong foundation. We've developed robust partnerships that allow us to take advantage of our global footprint and scale coupled with local insights and knowledge to address local challenges; we have met three of our environmental goals — two of them ahead of schedule; we have committed to impacting 1 million young people by 2019; and we have played an active role in creating increased awareness around child trafficking.

Moving forward, we are working on a framework that takes a deeper dive into our most material issues and sets a road map for action and innovation. We will develop a comprehensive approach to goal-setting, looking at aspirational goals that touch our shared social, economic and environmental impacts while leveraging our legacy of firsts, as well as our company's global scale.



GOVERNANCE & ETHICS



(Left) Hilton Garden Inn Guest Check-in; (Top Right) Hilton Dalian, China; (Bottom Right) Hilton Anatole, Dallas, TX



IN 2013,

Hilton Worldwide became a publicly traded company listed on the New York Stock Exchange

Corporate Governance

In 2013, we became a publicly traded company listed on the New York Stock Exchange (NYSE). We have three independent directors on our Board and fully comply with SEC and NYSE listing standards for controlled companies. Our majority owner has advised us that when they own less than a majority of our common stock, their employees will no longer comprise a majority of our Board. We have a fully independent Audit Committee and independent director representation on our Compensation and Governance Committees. For a controlled company, we believe that we have strong corporate governance provisions, including a majority Board voting provision, a fully independent Audit Committee from day one of our IPO, no poison pill, a declassified Board, and limits on directorships held by Directors. Along with our SEC filings, the following corporate governance documents are available on the Investors section of our corporate website:

- Audit Committee Charter
- Compensation Committee Charter
- Nominating and Corporate Governance Committee Charter
- Code of Conduct
- Corporate Governance Guidelines
- Contact information for our Board of Directors



GOVERNANCE & ETHICS (CONT'D)



Corporate Responsibility Governance

We leverage our investment in Travel with Purpose across the full portfolio, while providing flexibility for hotels to adapt to their unique local context.

Ethics & Code of Conduct

Hilton Worldwide views legal compliance as an opportunity to strengthen the communities where we live, work and travel. With Integrity as one of our six core Values, Hilton Worldwide is committed to upholding the highest standards of business conduct. In this regard, our Global Code of Conduct, to which all of our Team Members are bound, defines our responsibilities to our stakeholders and guides our decision-making. Our focus on good governance and acting ethically provides our Team Members with tremendous opportunities to foster growth in and improve their communities.

Hilton Worldwide provides standards, governance structures, training, communications, and reporting and investigation procedures to promote legal compliance and ethical behavior globally. We provide our Team Members with the resources and training they need to comply with our Code of Conduct:

- Anticorruption training is provided globally to all corporate directors and above, all corporate development Team Members, all managers and above in sales and finance, and all owned and managed property General Managers, directors and executive committees.
- Hilton Worldwide considers risks related to corruption when performing the standard risk assessment of all properties. All reports of corruption are investigated by Hilton, and appropriate actions are taken.
- In 2013, we continued the training and rollout of our Code, with more than 45,000 Team Members completing the online Code of Conduct training module in addition to Team Members at 554 properties receiving offline training.
- Our Ethics Hotline is available globally, with the exception of six countries with works council/privacy registration requirements that are in progress.

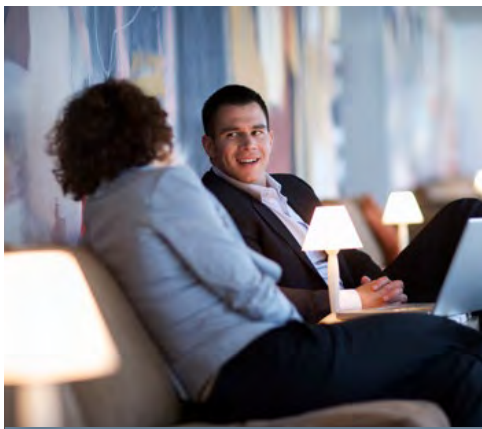
Additionally, 2014 saw the global launch of the Legal & Compliance Training Program that is focused on communicating critical policies and providing training to our Team Members around the world on the Code and the core compliance policies that flow from the Code. These policies target topics raised in the Code and include Anti-Corruption, Confidential Information and Trade Secrets, and Trade Sanctions, among others. Each of the core compliance topics relates to laws created in various countries in order to protect society, and the program furthers Hilton Worldwide's efforts to instill in our Team Members a passion for our Values.

Hilton Worldwide did not incur any significant fines or nonmonetary sanctions in 2013 for failure to comply with environmental laws and regulations.

(Above) Housekeeping Hampton by Hilton; (Below) Embassy Suites Napa Valley, CA



REPORTING PRACTICES



The purpose of our corporate responsibility reporting process is to explain our strategy in detail; discuss relevant issues, opportunities and challenges related to the execution of our strategy; demonstrate progress and set future expectations in as transparent a manner as possible. We also use our report to engage with stakeholders by enabling them to have a dialogue with us and understand the issues related to our business and impact. Though we are committed to best reporting practices, we are still evolving many of our reporting processes.

This is the third Hilton Worldwide corporate responsibility report. Our last report was published in October 2013 and included calendar year 2012 data. With the publication of this comprehensive report, we have established a regular annual reporting cycle that we intend to continue.

Materiality

Content for this report is based on a materiality assessment in which we mapped all issues that could be impacted by our business, and then ranked them based on our influence and how critical they were to our business operations and relevant stakeholder groups. In addition, we have engaged with both internal and external stakeholders to identify their interests and concerns.

Timing

The editorial content of this report generally covers subject matter from 2013 through approximately the first half of 2014 and includes discussion of programs and strategies across our organization, owned and operated properties, and our independently owned franchises.

Verification

All metrics in the report refer to the calendar year ended December 31, 2013, unless otherwise indicated. LightStay metrics include owned, managed and franchised properties. Reporting parameters of other metrics are defined through footnotes. To confirm the effective implementation and validity of LightStay, Hilton Worldwide commissioned DEKRA Certification Inc. to perform third-party audits and validate results.

In addition, the Global Reporting Initiative (GRI) G3.1 reporting framework also has informed content inclusion. We have included a GRI 3.1 content index in the report. We intend to begin transitioning to the GRI 4.0 framework in 2014 with full compliance by 2015. This report is self-assured, but we will evaluate an assurance process for future reports.

(Above) Business Meeting in Lobby.; (Below) Conrad Pezula Resort & Spa, Knysna, South Africa



STAKEHOLDER ENGAGEMENT



(Above) Hilton, Puerto Vallarta, Mexico, (Left) Home2 Suites, Charlotte, NC

Defining Stakeholders

Engaging with our key stakeholders and listening to their feedback is an important part of our journey as a nearly 100-year-old company. From developing hotel concepts and amenities that anticipate our guests' preferences to working with governments on visa reform to dialoguing with conservation organizations on our 2014 ban of shark fin dishes, we view stakeholder engagement as an enabler of innovation, continuous improvement and risk mitigation.

In addition to our Team Members and franchise partners, who are key stakeholder groups for Hilton Worldwide, we engage with a broad range of external stakeholders on an ongoing basis, including nongovernmental organizations, industry and government, as well as consumers, owners and shareholders. We do this informally, through leadership, participation and/or membership in organizations and consortiums and as a structured part of our outreach strategies related to issues and challenges. We also connect with stakeholders through formal partnership work and stakeholder engagement activities that are covered below and throughout this report.

As we undergo a new issue prioritization and materiality assessment, we expect this list to evolve as we identify new issues and partnerships.

ENGAGING OUR STAKEHOLDER GROUPS

TEAM MEMBERS

- All Team Member meetings
- Annual Global Team Member Survey
- Community champions
- Conferences, summits and leadership meetings
- Ethics Hotline
- Executive leadership emails
- Global Team Member Volunteer Program
- Hilton Worldwide University and talent development programs
- Recognition programs
- Team Member pre-shift huddles and conversations
- Team Member Resource Groups
- Wellness committees

GUESTS

- Service and Loyalty Tracking (SALT) for customers
- Guest assistance
- Our brands and loyalty program Hilton HHonors
- Social media monitoring and engagement

GOVERNMENT POLICYMAKERS

- Ongoing dialogue on key issues
- Participation in multistakeholder initiatives
- Association membership

NGOs AND INTERNATIONAL ORGANIZATIONS

- Participation in expert forums and ongoing dialogues, white papers, publications and surveys
- Strategic partnerships and consultation around key material issues
- Public-private partnerships and engagement on selected topics

INVESTORS

- Annual and quarterly reports
- Annual meeting of shareholders
- Meetings, conferences and roadshows
- Quarterly earnings conference calls
- Surveys and questionnaires
- Investor days

OWNERS

- Collaboration on key material issues
- Global Owners Conference
- Owners communications
- Owners services
- Owners surveys
- Regional owner connections

SUPPLIERS

- Collaboration on key material issues
- Questionnaires and surveys
- Responsible sourcing policy
- Strategic sourcing
- Supplier audits and assessments
- Supplier development program – seminars and training

STAKEHOLDER ENGAGEMENT (CONT'D)

Strategic Partnerships

As a global travel and tourism company that touches a wide range of social, economic and environmental issues, we are committed to addressing both opportunities and challenges. But we know that we can't address the social impacts of our business alone.

The following organizations support our current Travel with Purpose strategy and help us create mutually beneficial, long-term relationships.

| ORGANIZATION | OBJECTIVES OF PARTNERSHIP | CURRENT ACTIVITIES OF OUR OPERATIONS |
|---|---|--|
|  | <p>Manage the Center for Sustainable Procurement (CSP) to help procurement managers integrate environmental and social data into purchasing decisions</p> <p>Develop case studies and surveys to support work</p> | <p>Managing projects with Hilton suppliers including ABInBev, Cathay Pacific and Ocean Spray</p> <p>Providing tools and resources to help buyers understand the value of environmental sustainability in procurement</p> |
|  | <p>Enable hotels to collect safe, surplus food from conferences and daily food and beverage operations and make available to those in need</p> | <p>Working with hotels to create greater efficiencies in food operations and waste</p> <p>Rescuing more than 34,000 pounds of food from hotels; converting into over 30,000 meals served</p> |
|  | <p>Support local child trafficking prevention programs in select markets</p> <p>Create the Hilton Worldwide Anti-Trafficking Fund to support grassroots organizations helping children who have been or are at risk of being trafficked</p> | <p>Strengthening organizations in Nigeria, South Africa, Thailand, Turkey and United Kingdom</p> <p>Reaching approximately 1,500 young people over three years</p> |
|  | <p>Develop funding mechanism for local disaster support</p> <p>Provide hotels with resources to drive local innovation projects</p> | <p>Managing the Hilton Worldwide Responds Fund, which supports organizations as they help our hotel communities prepare for and respond to disasters</p> |

STAKEHOLDER ENGAGEMENT (CONT'D)
Strategic Partnerships

| ORGANIZATION | OBJECTIVES OF PARTNERSHIP | CURRENT ACTIVITIES OF OUR OPERATIONS |
|---|---|--|
|  | <p>Provide waste solutions to hotels including soap and amenity bottle recovery, recycling and repurposing for community needs</p> <p>Offer scalable solutions to address local waste needs</p> | <p>Working with hotels in Hong Kong, Japan, Kenya, Singapore, South Korea, United Arab Emirates and the United States to create greater efficiencies in operations and soap waste</p> <p>Recycling nearly 600,000 pounds of soap into over 1 million new soap bars</p> |
|  | <p>Support local engagement in our hotel communities in Europe</p> | <p>Supporting volunteer and community engagement projects for hotels in Europe</p> |
|  | <p>Build awareness of cultural diversity within the classroom by providing educators with opportunities to explore the world and share their experiences with their students</p> | <p>Managing Teacher Treks, a grant competition that supports teachers' international learning experiences and offers ESL support to hotel teams</p> |
|  | <p>Provide economic opportunities to young people worldwide, focusing on the hospitality, travel & tourism industries</p> <p>Tackle rising youth unemployment – nearly 74 million youth are unemployed – while addressing a major industry need – to fill 73 million new jobs by 2022</p> | <p>Developing tools and resources to engage hotel teams in preparing youth for employment</p> <p>Implementing <i>Passport to Success</i> and other life skills training programs in hotels in Saudi Arabia and Southern Africa, as well as other markets; reaching more than 100 participants</p> <p>Stimulating increased interest, policy and investment in youth through the development of the <i>Global Youth Wellbeing Index</i></p> |
|  | <p>Create knowledge exchange programs on the role hospitality, travel & tourism play in providing economic opportunities for young people</p> | <p>Sponsoring the Global Youth Economic Opportunities Summit in 2014</p> <p>Hosting a conference track on Youth in hospitality, travel & tourism</p> |

STAKEHOLDER ENGAGEMENT (CONT'D)
Strategic Partnerships

| ORGANIZATION | OBJECTIVES OF PARTNERSHIP | CURRENT ACTIVITIES OF OUR OPERATIONS |
|---|---|---|
|  | <p>Provide volunteer resources and recognition to expand our companywide culture of service</p> <p>Support local volunteering in our global hotel communities</p> | <p>Supporting our Annual Global Week of Service and other volunteer initiatives, reaching over 200,000 volunteer hours in 2013</p> <p>Expanding Hospitality + Service to the social sector</p> <p>Participating in Community Blueprint pilots in San Diego, Seattle and Washington, D.C., through our <i>Operation: Opportunity</i> program</p> |
|  | <p>Promote literacy and girls' education in underserved communities across Cambodia, India, Laos, Sri Lanka and Vietnam</p> | <p>Establishing libraries, local language books, and education and development programs for more than 566 girls in those countries</p> <p>Impacting the lives of more than 35,000 children and thousands of family and community members</p> <p>Skills-based volunteerism programs to support Room to Read's organizational capacity and growth</p> |
|  | <p>Provide skills-based volunteer resources to expand our companywide culture of service</p> | <p>Expanding Hospitality + Service to the social sector</p> <p>Developing leadership and skills-based volunteer programming for our Team Members and franchise partners</p> |
|  | <p>Empower and inspire the next generation of women leaders working to end child trafficking and exploitation</p> | <p>Managing the Global Freedom Exchange, an educational and mentoring program that targets emerging and established women leaders working in the area of child trafficking</p> |

STAKEHOLDER ENGAGEMENT (CONT'D)



(Above) Hilton Grand Vacations, Naples, FL; (Right) Hilton Beirut Metropolitan Palace, Lebanon



Industry Leadership

Hilton Worldwide seeks to play a leadership role in our industry through participation in a variety of forums, including:

- American Hotel & Lodging Association (AH&LA):** Jim Houshouser, Executive Vice President, Global Brands, serves on the AH&LA board of directors. Hilton Worldwide also leads AH&LA's Sustainability Committee, which focuses on the environment, engineering and corporate responsibility for the hotel and lodging industry.
- British Hospitality Guild:** Simon Vincent, President for Europe, Middle East & Africa, serves as Chairman of the organization that is dedicated to simplifying and promoting the professionalism of the hospitality industry.
- GLAAD,** a U.S.-based lesbian, gay, bisexual and transgender (LGBT) media advocacy organization. Jeff Diskin, our Executive Vice President for Commercial Services, serves on the board.
- International Gay & Lesbian Travel Association (IGLTA),** a leading global travel network dedicated to connecting and educating LGBT travelers and the businesses that welcome them. Hilton Worldwide serves on the board.
- International Tourism Partnership (ITP):** Ian Carter, President of Development, serves as Chairman, and Hilton is a founding member of this travel industry consortium. Hilton participates in various working groups and the Youth Career Initiative (YCI), which focuses on providing underserved young people career opportunities in the hospitality sector.
- The Real Estate Roundtable:** Chris Nassetta is a member and past Chairman of the organization that brings together leaders of the nation's top public and privately held real estate ownership, development, lending and management firms with the leaders of major national real estate trade associations to jointly address key national policy issues relating to real estate and the overall economy. Hilton Worldwide also participates in the Sustainability – Energy, Environment Infrastructure Working Group.
- UK Tourism Council:** Since June 2014, Simon Vincent, President for Europe, Middle East and Africa, is Co-Chair of the Council, alongside the UK Tourism Minister and the Minister for Skills and Enterprise, Matthew Hancock. The UK Tourism Council is an industry-led board of employers and leading players in the sector – that shares and develops best practices so that tourism in Britain continues to thrive.
- U.S. Travel Association (USTA):** Chris Nassetta chairs the CEO Roundtable for U.S. Travel. The company also serves on the board of directors for the organization that represents all components of the U.S. travel industry and works to increase travel to and within the United States.
- World Economic Forum (WEF):** Hilton Worldwide is an industry partner of the World Economic Forum and participates in the Aviation and Travel Group. We are also a member of the Global Agenda Council on New Models of Travel & Tourism, and work closely with other aviation and travel companies on freedom of travel, visa facilitation and youth unemployment. Our Vice President of Corporate Responsibility has also joined the Global Agenda Council on the Future of Jobs.
- World Travel & Tourism Council (WTTC):** Chris Nassetta serves on the Executive Committee of the organization that works to raise awareness of travel and tourism as one of the world's largest industries.

STAKEHOLDER ENGAGEMENT (CONT'D)



Hilton New York Midtown

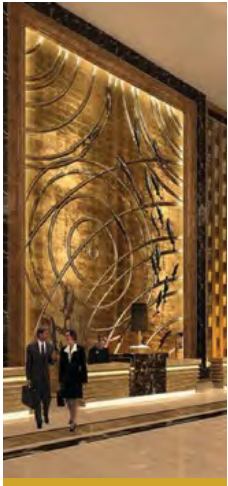
Memberships & Affiliations

Hilton Worldwide belongs to or affiliates with many organizations that support our focus areas:

- **American Hotel & Lodging Association (AH&LA)**, a U.S. national organization dedicated to serving the interests of hoteliers on the front line, behind the scenes and on Capitol Hill.
- **American Hotel & Lodging Educational Foundation**, the nonprofit, charitable-giving, and fundraising affiliate of the American Hotel & Lodging Association (AH&LA).
- **American Resort Development Association (ARDA)**, a trade association representing the vacation ownership and resort development industries (timeshares).
- **Asian American Hotel Owners Association (AAHOA)**, promotes and protects the interests of Asian-American hotel owners through programs and initiatives in advocacy, industry leadership, professional development, membership benefits and community involvement.
- **Association of Corporate Contributions Professionals (ACCP)**, an advocacy, information and continuing education organization open to corporate contributions, community relations and employee volunteerism professionals.
- **British Hospitality Guild**, a coalition of employers, skills bodies, individuals and training providers dedicated to simplifying and promoting the professionalism of the hospitality industry.
- **Business for Social Responsibility (BSR)**, a global nonprofit organization that helps member companies enhance business performance while respecting ethical values, people, communities and the environment.
- **Business in the Community**, the largest business-led charity of its kind – committed to building resilient communities, diverse workplaces and a more sustainable future.
- **Catalyst**, a nonprofit organization with a mission to expand opportunities for women and business through research, tools, events, awards and services.
- **Center for Corporate Citizenship at Boston College**, a membership-based research organization, associated with the Carroll School of Management, that is committed to helping businesses leverage their social, economic and human assets to ensure both their success and a more just and sustainable world.

STAKEHOLDER ENGAGEMENT (CONT'D)

Memberships & Affiliations



(Above) Waldorf Astoria,
New York, NY; (Left)
DoubleTree by Hilton
Chongqing Wanzhou, China

- **Clinton Global Initiative (CGI)**, a forum that convenes global leaders to devise and implement innovative solutions to some of the world's most pressing challenges – maximizing their efforts to alleviate poverty, create a cleaner environment, and increase access to health care and education.
- **Committee Encouraging Corporate Philanthropy (CECP)**, a membership organization that draws together and empowers senior executives of the world's leading companies to achieve unprecedented progress on societal challenges while driving business performance.
- **Cornell University, The Center for Hospitality Research, Sustainability Roundtable**, an interactive forum for global hospitality leaders that addresses emerging sustainability issues in the hospitality and travel and tourism industries.
- **Corporate Citizenship Center**, a program of the U.S. Chamber of Commerce Foundation and a leading resource for businesses dedicated to making a difference.
- **ECPAT USA**, a leading policy organization working to end the commercial sexual exploitation of children.
- **IAVE Global Corporate Volunteer Council**, a network for leaders of international employee volunteer programs.
- **International Tourism Partnership (ITP)**, a forum that brings together the world's leading international hotel companies to provide a voice for environmental and social responsibility in the industry.
- **The Latino Hotel & Restaurant Association (LHRA)**, seeks to represent the business interests of Latino hotel and restaurant owners, operators and developers.
- **League of United Latin American Citizens (LULAC)**, advances the economic condition, educational attainment, political influence, health and civil rights of Hispanic Americans through community-based programs.
- **National Association for the Advancement of Colored People (NAACP)**, works to ensure the political, educational, social and economic equality of rights for all persons and seeks to eliminate race-based discriminations for all.
- **National Association of Black Hotel Owners, Operators & Developers (NABHOOD)**, increases the number of African-Americans developing, managing, operating and owning hotels; increases vendor opportunities and executive-level jobs for minorities in order to create wealth within the African-American community.
- **National Business & Disability Council (NB&DC)**, a resource for employers seeking to integrate people with disabilities into the workplace and companies seeking to reach them in the consumer marketplace.

STAKEHOLDER ENGAGEMENT (CONT'D)

Memberships & Affiliations

- **National Gay & Lesbian Chamber of Commerce (NGLCC)**, a nonprofit business advocate between LGBT business owners, corporations and government, representing the interests of LGBT businesses and entrepreneurs.
- **The National Minority Supplier Development Council (NMSDC)**, a direct link between corporate America and minority-owned businesses, which provides increased procurement and business opportunities for minority businesses of all sizes.
- **National Urban League (NUL)**, dedicated to economic empowerment in order to elevate the standards of living in historically underserved urban communities.
- **National Veteran-Owned Business Association (NaVOBA)**, a national, nonprofit organization creating opportunities for America's veteran-owned businesses.
- **Partners for a New Beginning (PNB)**, a global coalition of prominent business and civil society leaders who are committed to advancing economic opportunity in the focus areas of entrepreneurship, education and innovation by catalyzing and convening networks of global leaders.
- **Points of Light Corporate Service Council**, the premier global platform for advancing corporate volunteerism.
- **United Nations Global Compact**, a voluntary and strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labor, environment and anticorruption. In 2014, Hilton signed the Women's Empowerment Principles, a collaboration between UN Global Compact and UN Women.
- **UN Women's Empowerment Principles**, a set of Principles for business offering guidance on how to empower women in the workplace, marketplace and community. They are the result of a collaboration between the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact.
- **U.S. Hispanic Chamber of Commerce (USHCC)**, a structured organization that works to advocate, promote and facilitate the success of Hispanic business.
- **U.S. Pan Asian American Chamber of Commerce (USPACC)**, a national, nonprofit, nonpartisan organization representing all Asian-American and Asian-American-related groups in business, sciences, the arts, sports, education, and public and community services.
- **WEConnect**, an organization that identifies, educates, registers and certifies women's business enterprises based outside the U.S. that are at least 51 percent owned, managed and controlled by one or more women, and then connects them with multinational corporate buyers.
- **Women's Business Enterprise National Council (WBENC)**, the largest nonprofit, third-party certifier of businesses owned, controlled and operated by women in the United States.
- **World Economic Forum (WEF)**, an independent, nonprofit foundation committed to improving the state of the world by engaging societal leaders in partnerships to shape global, regional and industry agendas.
- **World Travel & Tourism Council (WTTC)**, the forum for business leaders in the travel and tourism industry, represented by chief executives of some 100 of the world's leading travel and tourism companies.

CERTIFICATIONS & RECOGNITION



Conrad Seoul, South Korea

Hilton Worldwide 2013 Achievements & Recognition

- 100 percent on the Human Rights Campaign's 2014 Corporate Equality Index
- Best Companies for Diversity, *HispanicBusiness* magazine
- Best Company for Hourly Workers, *Working Mother* magazine
- Best Environmental Stewardship, U.S. Chamber of Commerce Foundation
- *China Hotel* Golden Horse Award Winner, "Most Preferred International Hotel Management Company for Investors in 2012-13," *China Hotel* magazine
- DiversityInc Top 10 Companies for Supplier Diversity
- DiversityInc Top 10 Companies for Veterans
- Gold Winner, 2014 Gartner & ItoI Media CRM Excellence Awards
- Grand Annual Award Winner, *PR Newswire Asia Summit & Communication Awards 2013*
- Leadership Award Finalist, *Travel + Leisure* Global Vision Awards
- Project ICARUS Gold Medal Partner, Global Business Travel Association, Institute of Travel and Meetings
- Top 10 Companies for Employee Resource Groups
- Top 25 Noteworthy Companies for Diversity
- Top 50 Companies for Latinos to Work, *LATINA Style Magazine*
- Top 50 Corporations for Supplier Diversity, U.S. Hispanic Chamber of Commerce (USHCC)
- Top 50 Organizations for Multicultural Business Opportunities, *DiversityBusiness.com*
- Top 100 Companies in Orlando (FL) for Working Families, *Orlando Sentinel*
- Top Workplace (Reservations and Customer Care Center), *The Tampa Bay Times*
- U.S. Chamber of Commerce, Travel and Leisure finalist



Hilton Worldwide is one of the first multinational organizations to ISO certify its entire system globally, achieving one of the largest-ever volume certifications of commercial buildings.

ISO Certifications

Hilton Worldwide and our portfolio of 10 hotel brands has earned ISO 9001 certification for Quality Management Systems and ISO 14001 certification for Environmental Management Systems. With these certifications, Hilton Worldwide is one of the first multinational organizations to certify its entire system globally, achieving one of the largest-ever volume certifications of commercial buildings. ISO 9001 and ISO 14001 are international standards that provide a set of standardized requirements for quality and environmental management systems.

In 2014 Hilton Worldwide gained ISO 50001 for Energy Management for its advancements in energy monitoring and portfolio-wide management. In order to achieve this certification, we completed a major upgrade to our LightStay measurement platform, allowing our hotels to forecast future energy consumption levels, receiving alerts when a variation from expected levels is perceived, and ensuring all energy exceptions and deviances from the baselines are reported.

CREATING OPPORTUNITIES

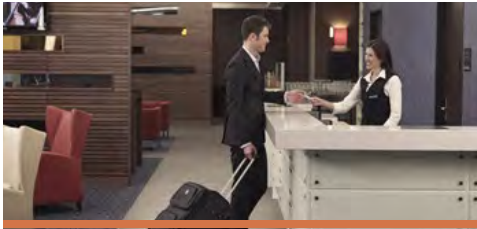


Hilton London Syon Park

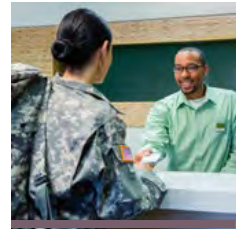
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STRATEGY



(Above) Hampton by Hilton, Berlin, Germany; (Left) Maintenance Staff; (Near Right) Hilton Honors Hawaii; (Far Right) Home2 Suites Check-in



1,000,000

Young people connected, prepared and employed by 2019

Aligning our culture and organization is a strategic priority for the company, and it begins with creating opportunities for our current and future Team Members. As a global organization, we want to create a culture that provides opportunities for everyone. Harnessing the local insight, passion and creativity of all our hotel teams helps us build on our competitive advantage, better serving and responding to our guests and societal needs.

Youth Development

Young people – the biggest population demographic in the world – are facing serious challenges building and growing careers. In 2013, an estimated 74 million* young people were unemployed. Preparation is a crucial element to bridging the career opportunity gap. The future contribution of youth to our global economy is at a critical juncture.

According to the World Travel and Tourism Council, travel and tourism is the world's single largest employer, supporting one in every 11 jobs worldwide, and will need to play a leading role in addressing the youth unemployment challenge. But simply creating more jobs will not be enough to address the issue if young people are not equipped with the range of skills needed to succeed in today's complex marketplace.

Ultimately, we are in the business of serving people. As the world's leading hospitality company, we have a passion, and a responsibility, to invest in current and future Team Members. We know that by creating opportunities that enrich Team Members' lives and by helping them to build meaningful careers, we ensure a bright future.

*Source: International Labor Organization

STRATEGY (CONT'D)



(Above) Hilton Petaling
Jaya, Malaysia; (Left) Hilton
Bright Futures

Progress

- Created *Operation: Opportunity* to hire 10,000 U.S. veterans over five years; hired over 2,000 since July 2013
- Announced five-year goal to connect, prepare and employ 1 million young people by 2019
- Launched the *Global Youth Wellbeing Index*, a tool for governments, businesses and civil society to use to advocate and advance youth agendas, funding and programs
- Expanded Team Member Resource Groups with over 1,400 Team Members participating in multiple chapters of seven resource groups
- Hosted over 600 career awareness events, impacting more than 73,000 young people during month-long hospitality career awareness initiative Careers@HiltonLive
- Signed UN Women's Empowerment Principles

Challenges

- Strengthening our unified global culture of Team Members in our managed properties and corporate offices in 93 countries
- Promoting and showcasing hospitality as a career choice among young people
- Identifying strong partnerships that deliver sustainable impact to young people in different markets

Priorities

- Continue expansion of *Operation: Opportunity* in the United States
- Continue focus on youth opportunity strategy and five-year commitment
- Further rollout of life-skills training program to support talent and development efforts, especially in emerging markets
- Use our employer brand and recruitment to attract high-potential talent

PROGRESS AT-A-GLANCE



5,000
Average Daily Postings on Career Website



155,000
Team Members in our managed properties and corporate offices around the world

Launched First Index to Measure Global Youth Wellbeing



148 Team Members Hired Daily in 2013



Over **2,000** U.S. Veterans Hired



2,500+ Hilton Worldwide University Learning Courses

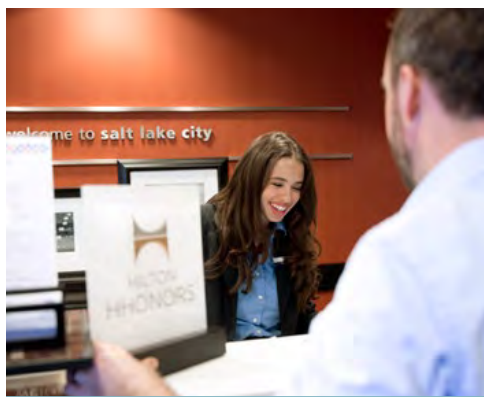


600 Career Awareness Events Held, Impacting **73,000** Young People in **54** Countries and Territories



(Top to Bottom) Hilton Barbados; Hampton by Hilton; Future Team Members

KEY INITIATIVES



In 2013, we had 148 new hires daily.



(Above) Hampton by Hilton Salt Lake City, UT; (Left) Waldorf Astoria, Jeddah, Saudi Arabia; (Below) Hilton Batang, Malaysia



RECRUITMENT

As a rapidly growing global company, recruitment is a critical component of our ability to succeed in new and established markets. Our new-hire philosophy focuses both on achieving company goals and furthering individual careers. We look for individuals with relevant experience as well as qualities important to our service culture – such as friendliness, warmth, authenticity and thoughtfulness.

Global Career Website

To help facilitate our recruitment process, we recently launched our integrated global careers website, www.hiltonworldwide.com/careers. The site is mobile-optimized and automatically matches the user's browser language and location settings with all property and corporate locations, which are displayed on a Google map. Enhanced job search functionality provides featured jobs, similar matching jobs and an option to receive email alerts when new jobs are available with specified criteria. We have an average of 5,000 daily postings on the site, and in 2013 we had 148 new hires daily.

Talent Acquisition Centers

Launched in 2013, we have five major Talent Acquisition Centers (TACs), each located in major U.S. metro areas with a high hotel density (Washington, D.C.; Orlando; Atlanta; New York; and our Central Sales office, which supports the Americas). These centralized centers consolidate our recruitment resources and focus on creating a sound database to help us fill hotel positions, including hourly and managerial jobs, quickly. Our TACs have increased hiring speed by 7 percent, and made a 12 percent improvement in time to offer.

University Partnerships

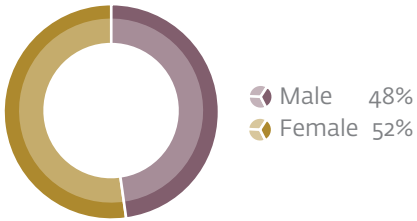
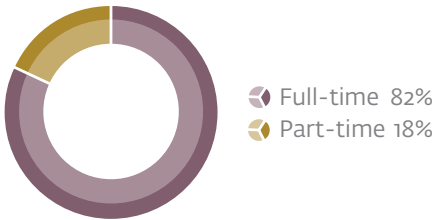
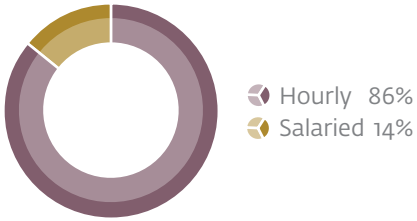
We help shape the new generation of hospitality by continually investing in scholarships, sponsorships, and a variety of informal engagements and formalized mentorship opportunities with university partnerships around the world. Strategic university partnerships allow us to reach students through programs such as campus ambassadors, internships and a graduate management training program.

Our Management Development Program (MDP) addresses the need for a competitive corporate program to attract top hospitality students from key colleges and universities to join our Hilton Worldwide team. The MDP focuses on early job offers and hands-on, accelerated management training programs that lead to long-term job placement for well-qualified hospitality graduates.

We also select students from MBA and Business Hospitality undergraduate programs each year to participate in corporate internships. This coordinated effort across our corporate offices allows students to experience a career at Hilton Worldwide. During the eight- to ten-week program, we provide students with unparalleled access to our leaders, including our CEO; the opportunity to work on projects with tangible outcomes; and working interactions with a wide range of Team Members.

KEY INITIATIVES (CONT'D)
Recruitment

U.S. WORKFORCE AT-A-GLANCE*



*Approximate Team Member counts for owned and managed hotels and corporate staff in the U.S. and Puerto Rico as of December 31, 2013

64,600

Total U.S. Team Members, including Puerto Rico

Operation: Opportunity — Veterans Recruitment

In the United States, over 722,000 veterans were unemployed in 2013, according to the Bureau of Labor Statistics. These veterans are a natural fit for our culture – they have the discipline and skills that align with our core Values, particularly integrity, ownership and leadership. In 2013 we launched *Operation: Opportunity*, our company’s major initiative to hire 10,000 military veterans and military spouses by 2018. As part of *Operation: Opportunity*, we created a military-specific careers website, www.hiltonworldwide.com/militarycareers, that matches military skill sets with complementary open positions. Military veterans and their spouses also receive an exclusive military rate at participating hotels. In addition, we rolled out a Military Recruitment Boot Camp to educate our recruiters and Human Resources Team Members. Finally, Hilton Worldwide partners with key hospitality schools, including Cornell and the University of Houston, to provide education for veterans who have joined Hilton Worldwide.

GLOBAL TALENT MANAGEMENT

As a company, we succeed only when our Team Members have the resources and support they need to thrive in their roles and serve our guests to their best ability. As such, we strive to ensure that our Team Members have a wide array of learning opportunities to support ongoing personal and professional growth.

Hilton Worldwide University

Hilton Worldwide University (HWU) is our internal university for learning across all of Hilton Worldwide. By leveraging the best learning programs, both internally and externally, HWU helps our Team Members develop their talents, challenge themselves professionally and enhance their knowledge base in ways that can help them grow within our industry.

HWU delivers its curricula through five unique colleges, each with an assigned executive sponsor and dean. Collectively, the five colleges offer more than 2,500 courses delivered in a variety of ways, including classroom training, e-learning, webinars and e-books. In addition, we provide tuition reimbursement to Team Members for courses that are directly related to their current job, taken in preparation for additional responsibility, or required for degree completion from an accredited college or university.

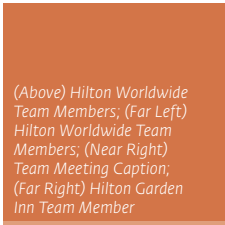
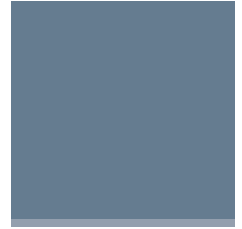
Cross-Cultural Training

Cross-cultural training is offered for Team Members who transfer outside their home countries. Our training addresses the unique challenges they face by providing targeted information, coaching and advice. Participants gain a heightened understanding of the values and attitudes of the specific culture, leading to better strategies for accomplishing business and personal objectives.

English as a Second Language

Hilton Worldwide partners with Global English to provide English as a Second Language (ESL) programs for our Team Members throughout our company. Team Members can focus on different job-related topics, such as guest interaction, email correspondence, meetings and presentations, and telephone conversations. Over 1,800 Team Members are currently enrolled in the program.

KEY INITIATIVES (CONT'D)



(Above) Hilton Worldwide Team Members; (Far Left) Hilton Worldwide Team Members; (Near Right) Team Meeting Caption; (Far Right) Hilton Garden Inn Team Member

Performance Management

Finally, every corporate Team Member is included in our global Performance Management Review process. This includes the setting of objectives at the start of the year, mid-year check-ins and the year-end performance review. Managers encourage Team Members to share their ideas, objectives, goals and concerns, and offer regular feedback and coaching on performance throughout the year. Talent reviews take place at every level of the organization, using a common process and templates to ensure fairness and alignment.

ENGAGEMENT & RECOGNITION

Team Member Engagement

The most active method for getting feedback from our Team Members is our annual Global Team Member Survey, which directly impacts decisions and policy changes at the company. As a result of past feedback, for example, we have made improvements to the Team Members' annual review process and performance management tools, and to our approach to learning and development, as well as our recognition programs. To ensure Team Members understand that their feedback matters, we communicate when a change is made in response to Team Member survey feedback.

Additional communication tools include townhall-style meetings led by our CEO to review the company's progress; our internal communications portal featuring the latest news from across the company, as well as resources for Team Members and franchise partners; opportunities for Team Members to provide feedback to supervisors or General Managers anonymously; and print communications so that information may be shared with Team Members who may not have computer access.

Team Member Recognition

Recognizing and rewarding our Team Members is a fundamental part of our culture as well. We celebrate their accomplishments in every way possible, and our leaders are encouraged to show their appreciation on a regular basis. We offer numerous awards, commemorations and benefits that reflect their many contributions to our success.

KEY INITIATIVES (CONT'D)

The following is a sampling of some of our Recognition Programs and Resources:





CEO LIGHT & WARMTH AWARD

The CEO Light & Warmth Award is our company's highest honor. This annual award recognizes people from across all brands who consistently exceed expectations and live the Hilton Worldwide Values. Winners receive US \$10,000, companywide recognition and much more. In 2013, 11 people were ultimately selected from more than 3,300 nominations by their colleagues to receive this award.

"RECOGNITION MATTERS!" RESOURCE LIBRARY

This robust portal is our one-stop shop for all things related to recognition. In addition to accessing information about the programs listed above, users may download materials, send email recognitions to other Team Members, subscribe to monthly newsletters and share best practices with one another. In 2013, over 150,000 people visited the website almost 350,000 times.

CATCH ME AT MY BEST

For over 20 years, Catch Me at My Best has been one of our biggest and most exciting annual recognition initiatives. Each year, from June to August, guests, managers and peers are encouraged to recognize individuals for acts of hospitality that align with Hilton Worldwide's vision "to fill the earth with the light and warmth of hospitality." The focus of this award-winning program is a comment card, or "catch," available in 11 languages. Once filled out, managers are prompted to recognize people who have been "caught." In 2013, more than 100,000 people from 89 different countries were recognized with more than 1.8 million catches.



DEPARTMENT-SPECIFIC RECOGNITION

Each month we put the spotlight on a different department within the hotel, making sure that no team is left out. Hotels can download department-specific recognition tools, such as customizable certificates and thank you cards, along with tips and best practices for recognizing each team. As part of this effort, each September we encourage hotels to celebrate International Housekeeping Week. In 2013, over 1,000 Housekeeping teams were inducted into an online "Wall of Fame" and over 25,000 items were downloaded to recognize this valuable behind-the-scenes team.

KEY INITIATIVES (CONT'D)



With a global workforce of 155,000 Team Members in our managed properties and corporate offices across 93 countries and territories, diversity and inclusion is key to fulfilling our Mission to become the preeminent global hospitality company.

DIVERSITY & INCLUSION

Stakeholder Engagement

It is critical to our company's continued success that we understand and utilize our Team Members' unique personal and cultural perspectives. Through collaboration between our business areas and human resources, we have created a system to embed diversity and inclusion into our key strategic priority of "aligning our culture and organization."

As a global company, it is important that our commitment to diversity is a prominent component of the way we engage with our guests, owners, partners and suppliers. This process begins with our Executive Diversity Council (EDC), which is chaired by our CEO and comprises the company's most senior leaders. The EDC highlights our ongoing support and commitment to diversity, and oversees our overall diversity strategy. Senior leadership is committed to investing in business strategies that leverage diversity, including our culture, talent and marketplace initiatives.

University Partnerships

Creating an inclusive work environment is an integral part of our Talent Management strategy, and we foster a culture that is inclusive of diversity of background, opinion and thought. In the United States, we have built relationships with select leading historically black colleges and universities (HBCUs) and Hispanic-serving institutions (HSIs) to recruit top talent within hospitality programs. In addition, we have a long-standing relationship with the National Society of Minorities in Hospitality (NSMH), which allows us to reach students in local chapters at colleges and universities nationwide. Our leadership team also has taken positions with many professional associations on university and organizational boards or advisory councils.

Women's Empowerment

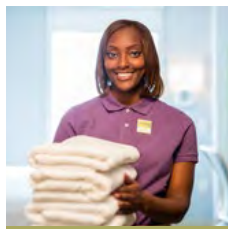
In early 2014, we became a signatory to the CEO Statement of Support for the Women's Empowerment Principles. The Principles are the result of collaboration between the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact and offer guidance on how to empower women in the workplace, marketplace and community. By signing the statement, we acknowledge that full participation of women in our company and in the larger community makes sound business sense now and in the future. It also underscores our commitment to support women as leaders and business partners, as well as building community partnerships that invest in women and girls through education, training and personal development.

Team Member Resource Groups

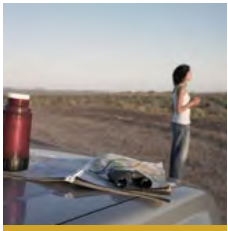
Team Member Resource Groups (TMRGs) further diversity and inclusion throughout our company, promote professional growth through networking and development, and provide key perspectives to the company as we market to diverse customers and owner segments. Currently, we have seven TMRGs organized around Women; Lesbian, Gay, Bisexual and Transgender (LGBT) & Friends; African-Americans; Hispanic/Latinos; Asians and Pacific Islanders; Abilities TMRG; and Veterans. The groups were established in our largest corporate sites and are sponsored by senior leadership to ensure commitment from the top. A TMRG Steering Committee meets quarterly to provide strategic direction to the chapters with guidance from the EDC.



(Above) Hilton Grand Vacation;
(Left) Hilton HHonors;
(Below) Home2 Suites



KEY INITIATIVES (CONT'D)



(Above) Conrad Bali
Meditation at Water Garden;
(Left) Hilton Hotels Guest;
(Below) DoubleTree Family

Recognized as a 2013 Best Company for Hourly Workers by *Working Mother* magazine.



Ownership Diversity

We were the first major hotel company in 2004 to develop an effective outreach program to further educate minority and female entrepreneurs on becoming owners of our properties. These efforts continue today. We also promote ownership through the National Association of Black Hotel Owners, Operators & Developers (NABHOOD), an organization of which we were a founding sponsor and remain a long-term supporter; the Latino Hotel & Restaurant Association (LHRA); and the Asian American Hotel Owners Association (AAHOA).

HEALTH & WELL-BEING

The health and well-being of our Team Members is essential. Though our benefits vary around the world according to local practices and regulation, as well as property ownership, benefit packages are aligned with the Values that unite our Hilton Worldwide network.

Wellness Strategy

Accordingly, we have developed a wellness strategy at our corporate locations and some of our largest hotels that includes development of a wellness champion network, health and wellness activities, and Hilton Worldwide Health & Fitness Day. We also have an informational campaign that provides Team Members with tips to protect their health and the health of their family members. We partner with our health care vendors to offer myriad resources and promote a different health and wellness theme each month.

Flexible Work Arrangements

A healthy work-life balance also is critical to Team Members' overall well-being. Flexible work arrangements are an example of our commitment to supporting work-life balance and are enabled by open and supportive partnerships between managers and Team Members. We were honored to be recognized as a 2013 Best Company for Hourly Workers by *Working Mother* magazine.

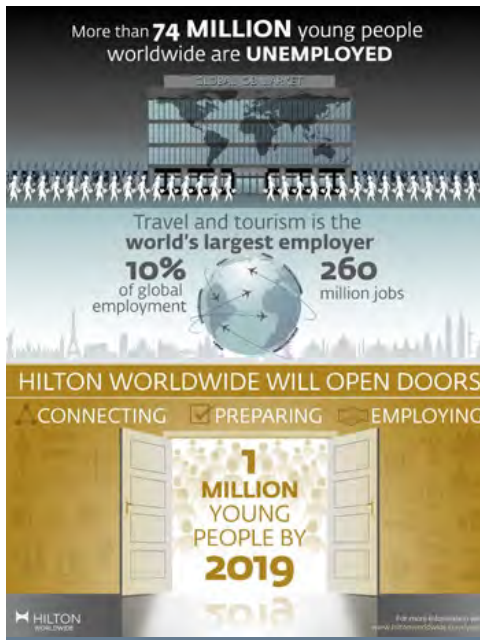
Across our company, we have a variety of positions, programs and scheduling options available to help Team Members balance their work lives with their personal lives and responsibilities. Whether it's for a student, a parent or someone with a unique schedule, many of our positions have customizable schedules that allow Team Members to work from home, share duties or set their own hours. Many of our hotel positions have set hours; however, we make it our policy to personally work with all Team Members on a case-by-case basis to ensure they have the time they need to balance their work with their family, friends and personal obligations.

Most of our call center agents may work from home offices, allowing for schedules that are flexible to meet the needs of the agent. The program was launched in early 2007, and the work-from-home agents now make up almost 81 percent of our total agent population. We believe the success and appeal of the program are reflected in relatively low overall turnover in our call centers, averaging below 30 percent for the last three years.

KEY INITIATIVES (CONT'D)



Partnering with Youth



GLOBAL YOUTH WELLBEING INDEX

covers 30 countries, in 6 languages and includes 40 indicators

Team Member and Family Travel Programs

Travel is a deeply enriching experience, and we encourage our Team Members, franchise partners and their families, to take full advantage of the travel benefits offered by our company. Thanks to our Team Member Travel Program, all full-time and part-time Team Members, franchise partners and their families are eligible for discounted hotel nights for leisure travel at all of our locations worldwide. Participants at all levels of the organization experience the same benefits. In 2013, over 1 million rooms were booked using this benefit. Almost 500,000 Family Plan rooms were also booked, allowing participants to enjoy more personal time with the people who mean the most to them.

YOUTH OPPORTUNITY

With more than 74 million* unemployed youth around the world and a growing need for talent within the hospitality industry, a focus to bring the two together is a natural fit for us. Today's young people are our next generation of Team Members, guests and franchise partners.

Leveraging Research & Collaboration

In 2012, we launched a partnership with the International Youth Foundation (IYF) to improve the well-being of youth around the world and address the unemployment crisis. Our partnership is designed to provide the growing number of young people in developing communities around the world with access to life skills, education and employment opportunities within the hospitality industry. In further support of the partnership, our CEO joined IYF's board of directors.

We started our partnership by trying to understand the issues facing youth around the globe, and in January of 2013 we released a white paper with IYF called "Creating Opportunities for Youth in Hospitality." The paper explored the skills needed to compete for and succeed in hospitality positions, outlined the benefits that the hospitality industry provides youth and offered a plan of action for the industry.

Building on this initial research, we supported the first index to measure global youth well-being. Developed by the Center for Strategic and International Studies (CSIS) and IYF, The *Global Youth Wellbeing Index* is a groundbreaking tool that examines the quality of life for youth in 30 countries. The Index assesses youth well-being across six interconnected areas: ① citizen participation, ② economic opportunity, ③ education, ④ health information and communications, ⑤ technology, and ⑥ safety and security. The Index is intended to help policymakers, donors, businesses and young people make strategic investments in youth programming and elevate youth issues to the top of the global agenda. For more information, please visit www.hiltonworldwide.com/youth.

Committing to Help Young People Reach Their Full Potential

At the 2014 World Economic Forum's Annual Meeting, Hilton Worldwide announced our global "Open Doors" commitment that aims to impact at least 1 million young people by 2019 by helping them to reach their full potential. This commitment focuses Hilton's efforts in three ways:

- Connecting them to the world of travel by enabling them to experience new cultures, contributing to the improvement of the sustainability of the industry and shaping their future with opportunities in our expansive supply chain.
- Preparing them for success in the world of work, travel and beyond by supporting their

*Source: International Labor Organization

KEY INITIATIVES (CONT'D)

Youth in Hospitality Month: More than 600 events reaching more than 73,000 young people.

basic needs and developing their life and professional skills with mentorships, apprenticeships and Hilton Worldwide's innovative career awareness program, Careers@HiltonLive.

- Employing them across all divisions of the business at our 4,202 owned, managed and franchised hotels worldwide as well as our corporate offices.

Showcasing a Brighter Future

Around the world, we are connecting and preparing young people for opportunities to imagine a brighter future.

Careers@HiltonLive: Youth in Hospitality Month: A month-long career awareness event where hotels connect with young people to teach them about the many opportunities available in the hospitality industry and help them prepare for the world of work. In 2014, our hotels and offices around the world hosted more than 600 events reaching more than 73,000 young people.

Bright Blue Futures: The program, led by our flagship brand Hilton Hotels & Resorts, encourages Team Members and franchise partners to donate their time and expertise to help young people achieve stability and bring hope to their communities.

Apprenticeship Programs: Widespread skills and training programs at properties around the world.

School Partnerships: Relationships with more than 50 hospitality schools and universities to prepare the next generation of talent.

Professional Development Programs: Comprehensive hands-on accelerated training programs that help train the next generation of hospitality leaders.

Life and Soft Skills Trainings: Life skills training program leveraging IYF's Passport to Success. To date, the company has rolled out the training program in Saudi Arabia and throughout Southern Africa and plans to launch a global version in 2015.

Teaching Kids to CARE: For more than a decade, DoubleTree by Hilton Team Members and franchise partners have connected young people to opportunities to learn about sustainability, encouraging them to be engaged global citizens.

Youth Career Internship Initiative: Hotels in Mexico, Romania and Vietnam participated in this industry collaboration to prepare underserved young people for careers in travel and tourism.



(Top) Hilton Worldwide Global Week of Service - Netherlands; (Middle) Hampton by Hilton, Liverpool, England; (Left) Waldorf Astoria Jeddah, Saudi Arabia

CHANGE MAKERS

CREATING OPPORTUNITIES

DIVERSITY & INCLUSION



DoubleTree by Hilton Hotel Alice Springs, Australia

DoubleTree by Hilton Hotel Alice Springs in Australia continues working with the Clontarf Foundation to provide young Aboriginal men tools to find meaningful work and discover work opportunities. Following participation in the workplace familiarization program, several participants have joined the hotel team and others have successfully found positions with other organizations.

RECRUITMENT



Embassy Suites Newark, Delaware, United States

Embassy Suites Newark in the United States partnered with the ServiceSource Delaware Regional Office to pilot the "Heroes to Hospitality" program. The team provided each of seven military veterans with six weeks of transitional job training, followed by job placement in Delaware's hospitality industry. Five veterans secured employment, one enrolled in college and one is pursuing employment.

RECRUITMENT



Hilton Sandton, South Africa

Hilton Sandton set up its yearly Career Expo to give local high school students the opportunity to speak with the team and observe practical demonstrations of hotel departments. Seven students joined the team for a six-month internship program, and others were recruited for the Sandton's Chef Apprenticeship program.

CHANGE MAKERS (CONT'D)

RECRUITMENT



Athenee Palace Hilton Bucharest Hotel, Romania

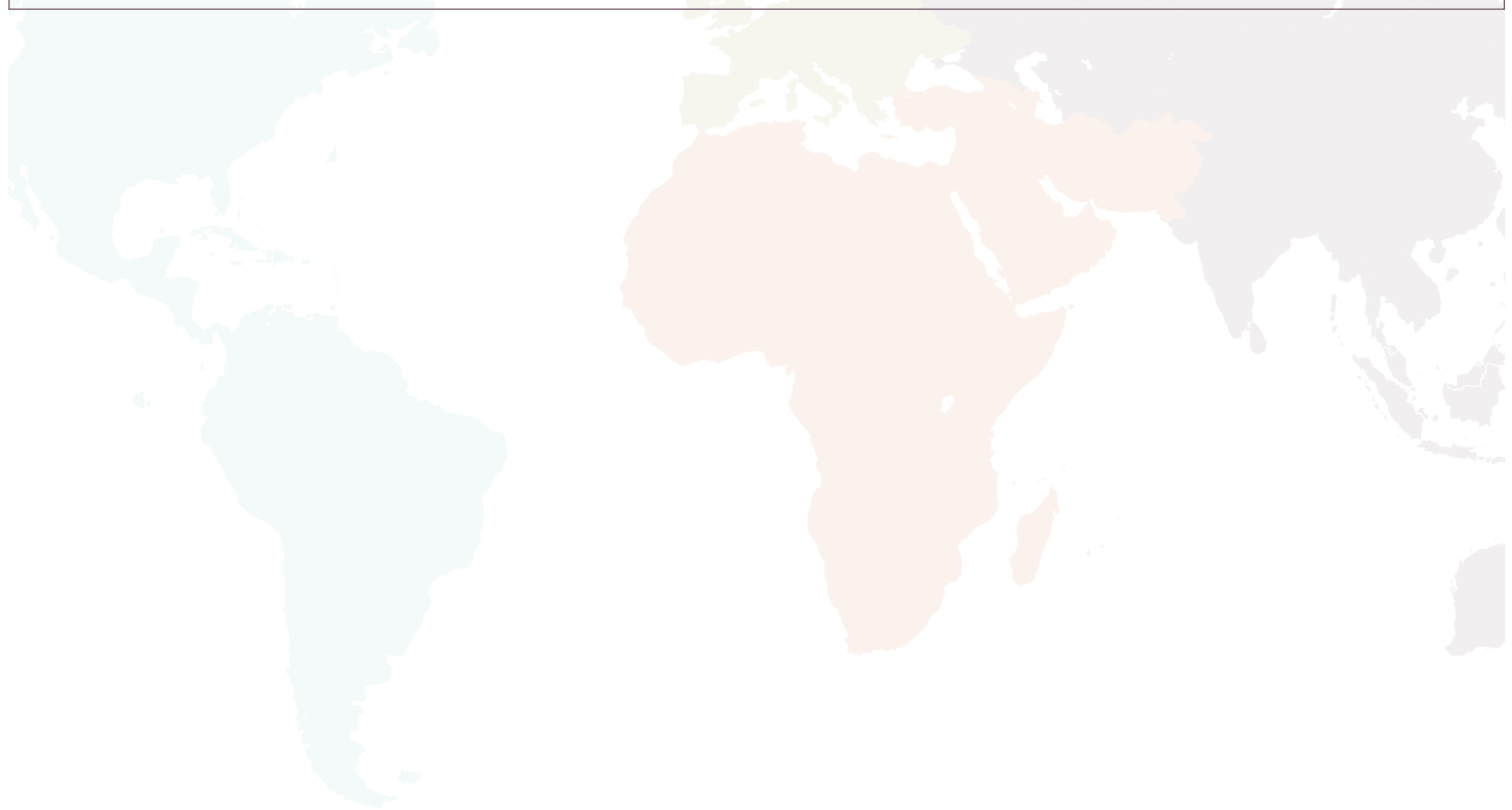
Athenee Palace Hilton Bucharest Hotel in Romania celebrated the graduation of 17 underprivileged youth from the Youth Career Initiative Program, a program developed by the International Tourism Partnership. Following this six-month rotational program, 70 percent of the students received a job placement, and half of them continued their studies.

YOUTH OPPORTUNITY



Hampton Inn & Suites Carson City, Nevada, United States

Hampton Inn & Suites Carson City in the United States collaborated with Western Nevada College to establish the first hospitality management program in northern Nevada. The team developed textbooks, facilitated trainings and served as work/study internship mentors to prepare youth for careers in hospitality.



STRENGTHENING COMMUNITIES

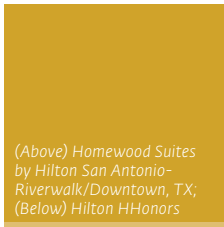
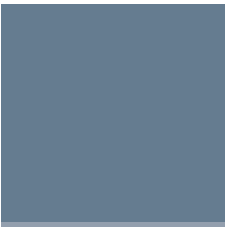


My Little Hilton

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STRATEGY



(Above) Homewood Suites by Hilton San Antonio-Riverwalk/Downtown, TX;
(Below) Hilton HHonors



Companies that support and invest in their local communities create value for both their business and society by contributing to stable local economies, developing talented local workforces and fostering local relationships that help ensure success. At Hilton Worldwide, we are committed to strengthening the communities where we live, work and travel around the world, recognizing that when a community prospers, so does our business.

We shape economies and strengthen communities by providing employment and income to local residents, as well as by making local purchases and contributing to the tax base. We also engage in community initiatives that leverage the talent and expertise of our Team Members, franchise partners and the breadth of our industry to increase our impact. We focus these efforts in four broad categories – economic impact, community hospitality, human rights and community support before and after disasters.

We encourage all Team Members and franchise partners to join our community initiatives and provide them with the flexibility to support our global priorities in local ways. In addition, we deliver the tools and resources they need to make it as easy as possible to strengthen their communities.

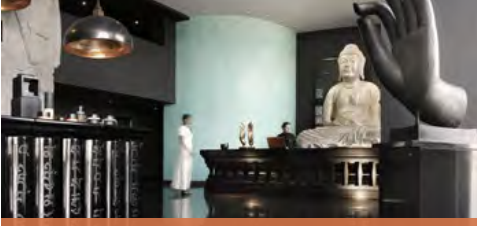
Community service allows us to build important local relationships in our communities, increase morale, promote teamwork and foster skills development. By investing the resources of our global footprint and the expertise of our Team Members and franchise partners in the communities where we live, work and travel, we maximize the role of our hotels as economic catalysts and leverage what we do best: serve others and extend our unique spirit of hospitality.

This year we began work in assessing our human rights impact in our operations and supply chain. This work will help us better understand our challenges and gaps and determine where we should focus our near-term and future efforts.

Progress

- Achieved nearly 200,000 volunteer hours across our global footprint
- Activated more than 80 local solutions to community challenges through our Travel with Purpose Action Grant program
- Continued global rollout of our Code of Conduct with more than 45,000 Team Members completing training on issues related to ethics, human rights and child trafficking
- Trained nearly 2,000 General Managers and department heads on child trafficking awareness
- Activated nearly 2,400 global projects during our second annual Global Week of Service
- Launched Hilton World Responds, our disaster support mechanism to assist our global communities in preparation and recovery efforts
- Deepened grassroots partnerships in child trafficking through the launch of the Hilton Worldwide Anti-Trafficking Fund

STRATEGY (CONT'D)



Challenges

- Creating impactful programs and opportunities for Team Members and franchise partners in our properties and corporate offices in 93 countries
- Measuring our impact across local community projects and initiatives executed annually
- Understanding the complexity of human rights issues across our global footprint



(Above) Hilton Evian-les-Bains, France; (Left) Home2 Suites Front Desk

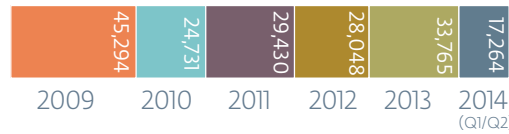
Priorities

- Continuing to engage and recognize our Team Members and franchise partners for their commitment and service to our local communities
- Investing in programs and partnerships that strengthen our service culture and leverage the passion and talent of our owned, managed, and corporate Team Members and franchise partners
- Expanding our child trafficking training internationally and creating greater awareness among Team Members and franchise partners
- Assessing human rights impacts throughout our operations and supply chain and applying the UN Guiding Principles on Business and Human Rights to our future strategies

PROGRESS AT-A-GLANCE

20,000
direct jobs
created in the
U.S. in 2013

178,532
total new rooms



200,000 = **\$4.2 Million**
volunteer hours = estimated value*

88 Travel with Purpose
Action Grants
Awarded to
properties
around the
world



2,400+
Global Week of
Service projects

2,000 
Hilton Worldwide Team Members
trained in child trafficking awareness



(Top to Bottom) Global Week of Service; Hilton London Paddington, England; Hampton Inn by Hilton Waffles

*Reporting in Hilton Worldwide Purpose Portal to capture overall contributions is voluntary. The monetary value of volunteer time is based on the Independent Sector's 2013 estimate of US \$22.55 per hour.

KEY INITIATIVES

LOCAL ECONOMIC IMPACT

HOW TRAVEL & TOURISM MAKES A DIFFERENCE AROUND THE WORLD*





TRAVEL & TOURISM IN 2013*



*<http://www.wttc.org/research/economic-impact-research/>

The travel and tourism industry has a profound impact on the global economy, through bolstering local economies – from its role among the world’s largest employers to supporting local supply chains to enabling the growth of complementary businesses such as tour operators and restaurants.

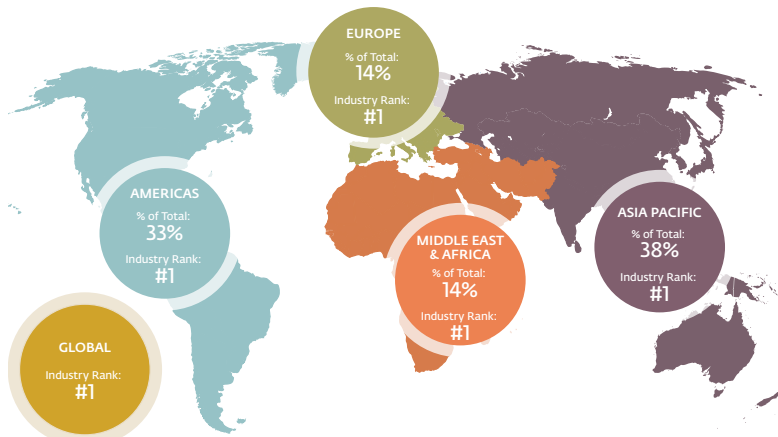
HILTON WORLDWIDE HOTEL OPENINGS

| |  New Hotels |  New Rooms |
|------|--|---|
| 2010 | 178 | 24,731 |
| 2011 | 170 | 29,430 |
| 2012 | 171 | 28,048 |
| 2013 | 207 | 33,765 |

HILTON WORLDWIDE 2013 JOBS



In 2013, Hilton Worldwide helped grow local economies around the world with hotels and jobs in our owned, managed and franchised hotels and corporate offices. The majority of staff in our hotels are local which not only supports the economy of the area, but also helps our hotels reflect the culture of their locations.



HILTON WORLDWIDE ROOMS UNDER CONSTRUCTION

Hilton Worldwide headed into 2014 with the largest rooms pipeline in the lodging industry, of which 70 percent, or over 75,000 rooms (as of end of Q2 2014), were located outside the United States. We have the world’s largest supply of rooms under construction in every major region.

KEY INITIATIVES (CONT'D)

2,400
projects in
700
cities and
72
countries



COMMUNITY HOSPITALITY

The communities where we operate play a critical role in our long-term success as a business. If our operating communities are not places where guests feel safe and want to visit, our business won't continue to thrive. Therefore we see it as critical that we invest our time, talent and resources to enrich our global communities. Our Team Members and franchise partners bring their hospitality expertise and resources to the most pressing issues in their regions. In 2013, our Team Members and franchise partners contributed more than 200,000 volunteer hours around the world, valued at over US \$4.2 million.*

Global Team Member Volunteer Program and Local Engagement

The Global Team Member Volunteer Program supports volunteer commitments already underway and makes it easier for anyone to become involved in their communities. Team Members and franchise partners can find and plan volunteer opportunities through the Purpose Portal, our online tool that also measures and tracks service hours and monetary contributions across our global footprint.

We have Community and Sustainability Champions at more than 1,100 properties at our full-service and luxury brands around the world. In addition, a network of Community Committees in each of our 18 corporate offices provides tools and resources to support volunteer and community engagement. Community Champions receive comprehensive training on how to develop community projects, find a community organization and recognize individuals for their volunteer service.

Global Week of Service

Our Global Week of Service is an annual celebration of community engagement that highlights the hospitality and generosity of our Team Members and franchise partners. During the week, every Hilton Worldwide office and hotel is encouraged to host or participate in hands-on volunteer activities. In 2013, Team Members and franchise partners from over 900 properties participated in more than 2,400 projects in over 700 cities in 72 countries. For more information, please visit www.hiltonworldwide.com/serve.

*Reporting in our Purpose Portal to capture our overall contributions is voluntary. The monetary value of volunteer time is based on the Independent Sector's 2013 estimate of US \$22.55 per hour.



(All) Volunteering during
Global Week of Service

GLOBAL WEEK
of
SERVICE
OCTOBER 19-25

KEY INITIATIVES (CONT'D)



(Above) Hilton Pyramids Golf Resort, Egypt; (Left) Hilton Garden Inn Hanoi, Vietnam; (Below) DoubleTree Wuxi, Lingshan, China; (Bottom) Hilton Marco Island Beach Resort & Spa, FL



Travel with Purpose Action Grants

In 2013, Hilton Worldwide launched our Travel with Purpose Action Grant, a global program designed to invest in local solutions to issues that impact the communities where we operate. Since 2013, a total of 88 grants have been awarded to our offices, hotels and local community organizations around the world.

Creating Opportunities: Over the course of three months, the team at Hilton Garden Inn Hanoi will work with approximately 100 students training them on-site in food and beverage skills. The project will also help students purchase electric bikes to get to and from class, and 10 students will receive stipends to support living arrangements while they complete the program. The 10 top students from the program will receive internships at HGI Hanoi where they can continue their food and beverage training.

Strengthening Communities: Hilton Pyramids Golf Resort will help the "I the Egyptian" Foundation address myriad needs for its bakery enterprise such as delivering technical support to manage the bakery operations; providing recipes, logistics and health standards; offering training and management support to prepare bakery supervisors; and developing a marketing and advertising plan to establish the bakery brand. The teams' expertise will be put toward building the bakery's supply chain and volunteering regularly to support young people in career and life skills development, including self-confidence and business skills building.

Celebrating Cultures: The DoubleTree Wuxi decided to undertake a project that would seek to preserve a traditional art form and its cultural heritage. By leveraging the help of Wuxi Big Bridge Experimental Primary School, the property hopes to implement a traditional clay workshop in the school that will educate and train students in the delicate and meticulous craft.

Living Sustainably: The Hilton Marco Island Beach Resort & Spa will upgrade a water reclamation system to capture water recovered from air conditioning condensation to be used for landscaping irrigation. Approximately 50,000 gallons of water are captured by each tank annually, reducing costs enough to allow the property to purchase another system each year.

Hospitality + Service

For nearly a century, Hilton Worldwide has been providing extensive training and development programs to ensure that we are delivering exceptional service for guests around the world. We believe the same principles that make our properties warm and welcoming to travelers can also help nonprofit organizations deliver on their missions for their clients. It is in this spirit that Hilton Worldwide, Points of Light and the Taproot Foundation created Hospitality + Service – designed to help staff and volunteers enhance guest and client experiences by building enduring cultures of hospitality.

HOSPITALITY
 + **SERVICE**
 Bringing Hospitality to Your Community

The curriculum also includes a leadership toolkit tailored to equip leaders of community organizations with the tools, skills and knowledge to build strong and enduring cultures of hospitality and guest service. The full curriculum is customizable and may be delivered as a one-day training, as short, stand-alone workshops or as lessons integrated into existing staff and/or volunteer trainings. Learn more by visiting www.hiltonworldwide.com.hospitality+service.

KEY INITIATIVES (CONT'D)

Super Typhoon Haiyan Relief

Support the relief efforts at globalgiving.org/hhonors & Hilton Worldwide will give 10 HHonors Bonus Points for every \$1 USD donated and match total donations up to \$150,000.



When Super Typhoon Haiyan devastated the Philippines in November 2013, Hilton Worldwide quickly set up a disaster relief matching program whereby Team Members and HHonors members could make donations with a dollar-for-dollar company match up to US \$150,000 through the end of the year. The effort raised US \$684,000 toward emergency shelter, health care, water, sanitation, and tracing and restoring family links, as well as recovery support for the affected population.



(Above) Hilton Bodrum Turkbuku, Turkey; (Right) DoubleTree by Hilton Hotel & Spa Emporda, Spain



DISASTER SUPPORT

Due to our global scale, disasters often impact our hotel communities, Team Members, franchise partners and guests. Our strategy for resilient communities rests on three areas: preparing properties and local communities for disaster; responding to property and community needs during times of need and assisting communities in recovery and rebuilding efforts.

We developed the Hilton Worldwide Responds Fund to enable Team Members and franchise partners to contribute funds that support our operating communities around the world. The Fund provides immediate aid in the aftermath of a disaster and engages in long-term rebuilding efforts in disaster-affected communities. Current fund recipients include Counterpoint International, Mercy Corps, Oxfam and Save the Children.

HUMAN RIGHTS

Hilton Worldwide instills a culture of Integrity by communicating to our Team Members that complying with global laws protects our company and the communities in which we live, work and travel. Hilton Worldwide's dedication to fair working conditions and supporting human rights in countries where we do business goes hand in hand with our Team Members' commitment to refuse to engage in corruption. It is Hilton Worldwide's goal to empower our Team Members to make a difference in their communities by acting ethically in their daily jobs.

In 2014, we began a comprehensive assessment of our human rights impact across our global footprint and supply chain. The results of this assessment will inform our materiality assessment, goal-setting and future strategy in the area of human rights.

Human Trafficking

According to the U.S. Department of State, child/human trafficking is one of the fastest-growing crimes in the world and is the world's second largest criminal enterprise, after drugs. And the global market of child trafficking is over \$12 billion a year with over 1.2 million child victims, according to UNICEF.

Traffickers often use the travel and hospitality industry as a facilitator. Airlines are used to transport victims, and hotels can unknowingly be used as the settings for this illicit activity.

As a leading global hospitality company, Hilton has a responsibility to our Team Members and guests to do everything possible to ensure that our properties are safe, secure and not used to facilitate any form of trafficking. Our Global Code of Conduct includes language condemning and forbidding all forms of human trafficking and commercial exploitation. Team Members, as well as our business partners, are expected to maintain these standards.

KEY INITIATIVES (CONT'D)



According to the U.S. Department of State, child/human trafficking is one of the fastest growing crimes in the world and is the world's second largest criminal enterprise, after drugs. And the global market of child trafficking is over \$12 billion a year with over 1.2 million child victims according to UNICEF.

ECPAT-USA Tourism Code of Conduct

In 2011, we took a strong stand against the commercial sexual exploitation of children by aligning with ECPAT-USA, a nonprofit organization that advocates for policies to protect sexually exploited children, in signing the Tourism Child-Protection Code of Conduct.

As a subscriber to the Code, we have reached nearly 2,000 General Managers and department heads through child trafficking awareness training at our hotels throughout the United States as well as in Mexico. In 2014 we also provided an e-learning tool through our internal learning channels, Hilton Worldwide University, for all hotels to receive education on the issue.

Trafficking Initiatives

In addition to training and educating our Team Members, we work with local organizations that are on the front lines of protecting children from abuse and exploitation. Building capacity of organizational leaders and strengthening their organizations to be even more effective at the grassroots level complements our global efforts to ending trafficking.

Global Freedom Exchange

In partnership with Vital Voices, we launched the Global Freedom Exchange, an international network of activists on the forefront of global efforts to prevent and respond to the crime of child trafficking.

In year one of the program, Hilton Worldwide and Vital Voices brought together a select group of 26 women leaders from 13 countries to participate in a two-week interactive learning and networking program. Participants had the opportunity to meet with government officials and NGO leaders to share information about funding and support needs, and to learn about effective collaborations with local law enforcement. Hilton also awarded five participants with seed funding to launch or expand local training, advocacy and survivor services programs.

Hilton Worldwide Anti-Trafficking Fund

In 2014 we created the Hilton Worldwide Anti-Trafficking Fund with the Global Fund for Children (GFC) to support grassroots anti-trafficking efforts around the world. The fund supports five innovative, high-potential organizations in affected communities with annual grants and services to reach an estimated 1,500 at-risk children in Nigeria, South Africa, Thailand, Turkey and the United Kingdom in the initial three-year project.

CHANGE MAKERS STRENGTHENING COMMUNITIES

COMMUNITY HOSPITALITY



Conrad Seoul, South Korea

Conrad Seoul used their skills to serve a "Dream Restaurant" experience to low-income families at local shelters. The team decorated the shelter, cooked special nutritious dishes for the children and brought the warmth of hospitality to the families.

COMMUNITY HOSPITALITY



Hilton Grand Vacations Las Vegas, Nevada, United States

Hilton Grand Vacations Las Vegas partnered with the We Care, We Share Foundation to tackle food insecurity at a local elementary school. Three hundred fifty people have contributed to providing over 50 bags of food to the children every week and raised over \$5,000 in donations to help increase the weekly bags of food.

COMMUNITY HOSPITALITY



King Hussein Bin Talal Convention Centre, managed by Hilton Sweimeh, Jordan

King Hussein Bin Talal Convention Centre, managed by Hilton in Jordan, created a hub for underprivileged youth to gather, play and socialize in a safe place. The team spent 229 volunteer hours to impact 128 students and 6,000 community beneficiaries by offering leadership and employment courses to youth and planting trees to beautify the pitch's greenery.

CHANGE MAKERS (CONT'D)

COMMUNITY HOSPITALITY



Homewood Suites, United States

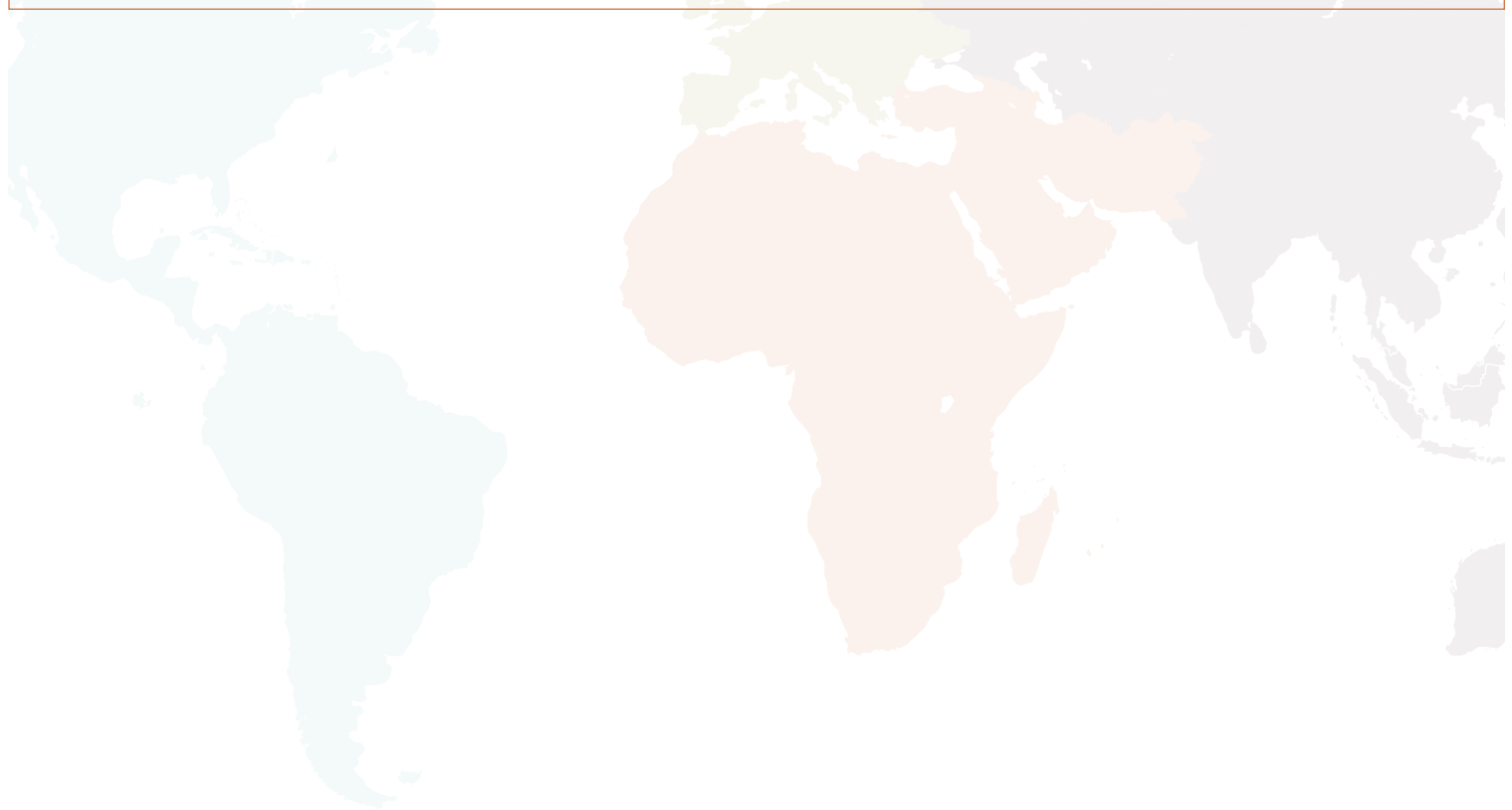
Homewood Suites hotels across the United States are working to improve literacy among children in their communities by hosting readings at local schools and donating *Lewis the Duck* books to the students. This year, Homewood Suites opened the doors to the brand's seventh library for disadvantaged youth in New York City.

COMMUNITY HOSPITALITY



Home2 Suites Lexington Park, Maryland, United States

Home2 Suites Lexington Park has partnered with the local Naval Air Station, NAVAIR Wounded Warriors, as its Your2 hands partner to provide wounded service members with a complimentary place to stay while searching for work in the area. The program will assist the integration of wounded veterans back into civilian life.



CELEBRATING CULTURES

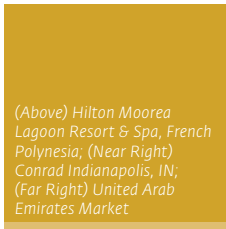
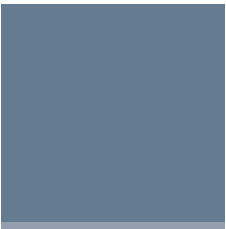
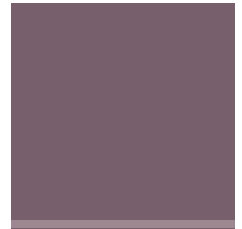
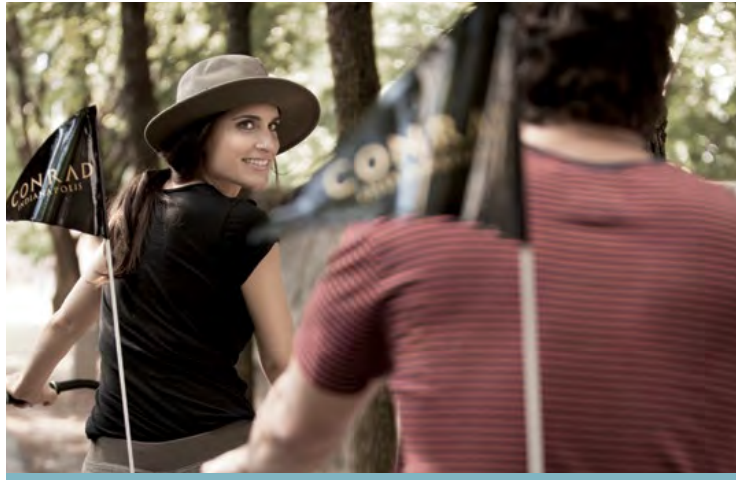


Conrad Hong Kong

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STRATEGY



(Above) Hilton Moorea Lagoon Resort & Spa, French Polynesia; (Near Right) Conrad Indianapolis, IN; (Far Right) United Arab Emirates Market



1 Billion

Tourist arrivals in 2013

4.5%

Growth in tourist arrivals expected in 2014

The number of people traveling outside their own country continues to be at an all-time high. International tourist arrivals grew by 5 percent in 2013 to over 1 billion travelers, and the UN World Tourism Organization forecasts another 4 to 4.5 percent growth in 2014. Creating human connections and experiences is at the center of our business and essential to global progress. We strive to facilitate travel that results in the exchange of ideas and fosters an openness to diversity and inclusion. At Hilton Worldwide, we welcome the world to our hotels and help facilitate the cultural experiences of these explorers by offering enriching opportunities in our hotels and supporting local heritage initiatives in our communities. Our founder Conrad Hilton saw international trade and travel as powerful tools to contribute to world peace. We continue to build on this legacy every day by offering places for travelers to connect and experience thousands of local communities around the world.

Progress

- Continued to advocate for visa reform in the United States and around the world
- Announced new hotels in markets from Myanmar to Haiti to the Philippines
- Launched Make it Right in all of our full-service brands and True Waldorf Service, continuing to innovate around guest satisfaction and service delivery
- Expanded "Stay Hilton. Go Out" to more than 460 Hilton Hotels & Resorts and Hilton Grand Vacations properties, leading the way of LGBT traveler engagement programs
- Continued to grow Hilton Huanying to serve Chinese guests anywhere around the world
- Reached more than 6,300 students through the Teacher Treks Travel Grant program

Challenges

- Advocating for smart visa and modernization policies and programs around the world
- Educating stakeholders on the economic impact of travel and tourism
- Expanding LGBT guest engagement programs in high-risk markets

Priorities

- Continuing to support visa modernization, waiver and other policies to facilitate global travel and commerce
- Supporting growth in new markets by offering differentiated economic and cultural opportunities
- Creating innovative guest and cultural exchange programs that welcome the world to our hotels around the world

PROGRESS AT-A-GLANCE



460+ properties with LGBT traveler outreach programs



78+ hotels with Chinese traveler outreach program, Hilton Huanying



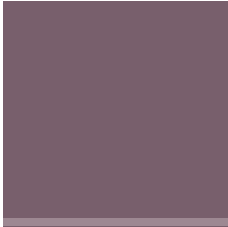
25,000 personalized suggestions for local attractions from Team Members



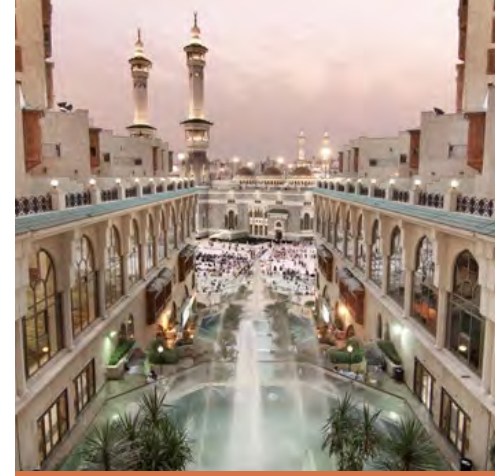
6,300+ students reached through Teacher Treks Travel Grant winners

(Top to Bottom) Hilton Evian-les-Bains, France; LGBT travelers; Lauren from #DTour on an elephant ride in Chiang Mai, Thailand; Hilton Huanying welcomes guest

KEY INITIATIVES



(Near Right) Hilton The Hague, Netherlands; (Far Right) Hilton Makkah, Saudi Arabia



9.5%

travel industry as a percent of total world GDP

US \$7 Trillion

travel industry contribution to global economy

GLOBAL COMMERCE

Increasing numbers of travelers translates into economic growth. We support and encourage political leaders to facilitate travel and trade through improved visa processes. The World Travel & Tourism Council (WTTC), for example, estimates that G-20 countries could see an increase of up to 112 million international travelers per year, simply by improving visa processes. In turn, faster and more efficient travel visas could translate into an incremental US \$206 billion increase in tourism exports and 3.1 million new tourism-related jobs by 2015, according to the WTTC.

Legislation passed in the United States in 2011 and 2012 has reduced visa wait times and increased travel into the United States. In 2013, the United States witnessed a 5 percent rise in visitors from other countries, with particularly sharp increases from Brazil, China and India.¹

Smart Visas

More progress, however, may be realized through smart visas which offer safe, secure and sustainable solutions that promote mobility and maximize the use of technology. With smart visas, more data is collected and shared across borders, enhancing security, reducing government spending through improved efficiency and providing a better customer experience.

In 2013, we worked with industry partners to ask governments around the world to facilitate international travel through use of electronic and other smart visa technologies. We also participated in discussions throughout the year where numerous national governments committed to adopt regional visa sharing arrangements. We believe that we can advance many of our social impact objectives by facilitating safer and easier international travel through visa modernization.

Entering New Markets

Haiti

Our goal is to serve any customer; with any hotel need anywhere around the world. In 2013, we announced our intention to enter the Haitian market, with our first hotel, a Hilton Garden Inn, scheduled to open in Port-au-Prince in 2016. The new hotel will add to our portfolio of 15 hotels and resorts in the Caribbean region and introduce the Hilton Garden Inn brand to the Caribbean region, offering value-conscious guests an upscale hotel experience at an affordable price. Tourism continues to make a significant contribution to Haiti's economic development.

¹http://travel.trade.gov/outreachpages/download_data_table/Key_Facts_2013.pdf

KEY INITIATIVES (CONT'D)

(Right) Cabos; (Below)
Hilton Garden Inn Sevilla,
Spain



Our entrance into the country will enhance the environment of Port-au-Prince's growing industrial zone. The Hilton Garden Inn brand also entered markets in Brazil, Latvia, Southeast Asia and Spain, as well as boosting its portfolio in many other markets worldwide.

Philippines

We are bringing luxury to the Philippines, considered by many to be the gateway to Southeast Asia. Scheduled to open in 2015, the Conrad Hilton will be located in Manila, the political, cultural and economic center capital. The hotel's strategic location on Manila Bay, next to one of the world's largest malls and near the central business district, adds to an increasingly vibrant area.

Myanmar

Deeper into the heart of Southeast Asia, we plan to open five Hilton Hotels in Myanmar – two by the end of 2014 in the capital Nay Pyi Taw and on Ngapali Beach in the Rakhine State, and three more over the next few years. Our expansion into this emerging market is one of the first forays by a Western hotel group. As we expand our footprint in Myanmar, we are committed to creating opportunities for individuals, as well as exploring partnership prospects with local communities. The investment is expected to help boost Myanmar's emerging economy with many hospitality jobs.

Europe

In Southeastern Europe, our expansion continues with an agreement to enter the Macedonian market with the upscale DoubleTree by Hilton Skopje. The hotel is scheduled to open in early 2016 and joins further properties under development in the region in Croatia and Montenegro. Skopje serves both as the political, economic and culture center of Macedonia and as a gateway to its abundant historical heritage. The city benefits from major industry and is a free economic zone. The DoubleTree brand also made its debut in Poland in 2013, with a hotel in Lodz that pays homage to Poland's golden age of cinema, while Hampton by Hilton entered the Romanian market with a hotel in the popular Transylvania region.



One of our top priorities is to be the first-choice hospitality company among guests.

GUEST SATISFACTION

One of our top priorities is to be the first-choice hospitality company among guests. Working with stakeholders throughout the organization, we identify, define and develop strategic initiatives to improve guest satisfaction and competitive positions. Our Satisfaction and Loyalty Tracking (SALT) is an internal benchmarking tool for evaluating guest satisfaction, based on surveys from a random sample of guests throughout the year. The survey collects feedback from guests at each individual property across all elements that drive satisfaction and loyalty. In 2013, 70.4 percent of guests at all Hilton Worldwide brands and properties around the world were extremely satisfied (9 or 10 on a 10-point scale) with the service they received, according to SALT feedback.

We work to connect all guest experience data sources to drive and share actionable insight across the organization. Social media sites provide an additional tool to share stories with our guests and receive timely feedback. Engagement on social media sites allows us to monitor and respond to guest reviews and identify recurring service issues.

To strengthen a culture of excellent guest service, we emphasize guest satisfaction in programs that aim to enhance the service culture for many of our brands. Examples include our Make It Right program, Hilton Hotels & Resorts Blue Energy culture, DoubleTree by Hilton CARE culture, Embassy Suites Make a Difference culture, Hilton Garden Inn You Can Count on Us culture, Hampton's Hamptonality culture and Waldorf's True World of Service commitment. We have also implemented satisfaction guarantees available at our Hilton Garden Inn, Hampton, Homewood Suites and Home2 Suites branded properties.

KEY INITIATIVES (CONT'D)



(Above) DoubleTree by Hilton Resort Wuxi, Lingshan, China; (Left) Conrad Bangkok, Thailand; (Below) "Stay Hilton. Go Out" Campaign



275%
room night bookings have increased at hotels participating in Hilton Huanying

(Below) Newlywed couple and Proposition 8 Plaintiffs Paul Katami (Right) and Jeff Zarrillo (Left) pose with Jon Munoz (Center), Senior Director of Diversity and Inclusion for Hilton after their wedding reception at The Beverly Hilton.



WELCOMING THE WORLD

Our goal is simple – to serve any guest, anywhere in the world, for any hotel need or occasion they have. And this means ensuring our hotels are always welcoming and hospitable, where every guest feels cared for, valued and respected.

In 2014, we created a cross-functional multicultural marketing team to provide organizational alignment, support and focus on our multicultural marketing efforts complementing our community and talent strategies.

"Stay Hilton. Go Out."

"Stay Hilton. Go Out." is Hilton's first lesbian, gay, bisexual and transgender (LGBT) traveler engagement campaign, and today offers unique packages at more than 460 Hilton Hotels & Resorts and Hilton Grand Vacations properties. Packages welcome LGBT travelers to experience the rich history, culture and nightlife of top gay destinations around the world. Hilton Hotels & Resorts is also a sponsor of top LGBT events including WinterPRIDE in Whistler, B.C.; Capital Pride in Washington, D.C.; and WorldPride in Toronto, Ontario.

Hilton also hosted the wedding reception for co-plaintiffs Paul Katami and Jeff Zarrillo of California's "Proposition 8" supreme court case, which defeated the law banning same-sex marriage in the state in 2013. Celebrating this monumental moment with the LGBT community is part of the company's commitment to making wedding moments memorable by allowing couples to express their individuality, honor their cultural heritage and observe their own rituals at properties around the world.

Hilton Huanying

Hilton Worldwide was one of the first international hotel companies to enter China in 1988 with the opening of Hilton Shanghai, and today we have more than 40 hotels under five brands with more than 140 in the pipeline. It is estimated that almost 100 million Chinese traveled out of China in 2013, and with this number expected to reach 200 million by 2020, serving the needs of Chinese guests both inside and outside of China is an important growth opportunity. Programs such as Hilton Huanying put us in the best position to serve the Chinese guest anywhere around the world.

As the number of Chinese travelers increases around the world, our Hilton Huanying program continues to grow to meet their needs. Elements of the Hilton Huanying experience include a front desk agent fluent in Mandarin; guest room amenities such as Chinese teas, slippers and a television station with Chinese programming; and a breakfast menu that includes congee, dim sum, fried rice and noodles. At participating hotels, room night bookings have increased by over 275 percent since its launch in 2011.

U.S. Paralympics Team

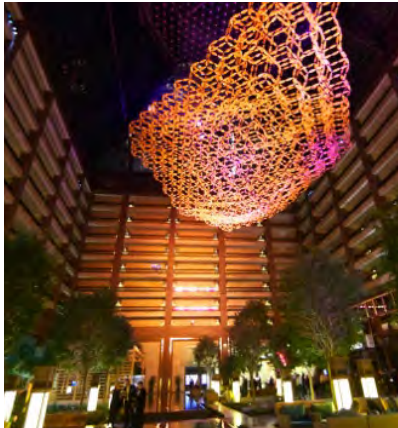
In early 2013, Hilton HHonors renewed its sponsorship of the U.S. Paralympic Teams through 2016 to include the 2014 Winter Games in Sochi, Russia, and the 2016 Games in Rio de Janeiro, Brazil. As the official hotel sponsor of the U.S. Paralympic Team, Hilton HHonors provides discounted hotel rates to Team USA Paralympians, giving these athletes a comfortable space to relax and rejuvenate after a long day of training. Hilton Worldwide also employs Paralympians through the Athlete Career Program and provides support to the Paralympic Sport Clubs through volunteer opportunities.

KEY INITIATIVES (CONT'D)

CULTURAL EXPERIENCES

Conrad Hilton believed that a hotel should reflect the culture, food and people of its location, and we strive to continue that legacy. Many of our properties bring this tradition to life through local architecture and artwork integrated throughout the hotel. Properties also commonly provide opportunities for guests to experience local arts and culture, traditional celebrations or local menu items through ongoing relationships with cultural organizations that provide these opportunities in the hotel.

Enriching cultural experiences at our hotels include:



The art collection at the Hilton Anatole, U.S., has long been considered the most acclaimed collection of any hotel in the country. The atrium lobby is adorned with some of the hotel's valuable 1,000-piece art collection, styled to an Asian theme with soothing reflecting ponds. Well-known pieces include *Nebula*, a 100-foot-long, undulating crystal sculpture suspended from the atrium ceiling; *The Gossips* sculpture by noted Danish artist Bjorn Wiinblad; and *The Right Light* bronze sculpture by Seward Johnson. The hotel recently added the One-Mile Art Walk for guests, including printed guides and an audio tour.



Hilton Chennai is decorated using a blend of contemporary and traditional Indian décor that incorporates local touches in the form of warm color palettes, stone inlay work in the lobby floor and regional textiles as wall panels in the guest rooms.



Hilton Queenstown contains a stunning art collection featuring prominent New Zealand artists. Additionally, the hotel incorporated local wood and stone into its design, as well as floor-to-ceiling windows that capture natural sunlight and the scenery of the region.



Hilton Marsa Alam in Egypt is specifically designed to celebrate and reflect the ancient history and heritage of Nubian culture in the region.

Hilton Suggests

Hilton Worldwide launched an initiative called Hilton Suggests that enables Hilton Worldwide Team Members to make personalized suggestions for travelers ranging from the best local restaurant or café to the nearest cinema or ice cream shop, all communicated through Twitter. All suggestions are based on Hilton Worldwide Team Members' personal experiences and opinions, and are based on their local insider knowledge of their communities. Not only do Team Members enjoy sharing their love for their communities, the Hilton Suggests team has turned into an amazing growth opportunity for both the employees and the brand.

KEY INITIATIVES (CONT'D)

(Right) Asian Lantern;
(Below) Carissa chose China
for her #HHTeacherTreks



DoubleTree by Hilton DTour

Also in 2013, Our DoubleTree by Hilton brand launched an innovative social media tool to engage travelers in cultural exploration and trip planning. DTour (www.doubletree.com/dtour) integrates social media networks in one place, making it easy for travelers to share memorable moments from their domestic and global adventures – whether it's a photo snapped on Instagram or video uploaded to other social media channels. The site features tips, videos and suggestions from some of the most knowledgeable destination experts – the hotel teams themselves. Through a section called "DTour Guides," DoubleTree by Hilton teams across the globe can share their advice on must-see hotspots or tips for getting around from a local perspective.

Doubletree by Hilton launched the site with a "DTour of a Lifetime" competition in which six winners were selected to serve as brand ambassadors, traveling around the world, experiencing DoubleTree by Hilton hospitality, meeting locals and curating their own travel tips and stories for DTour. Each "DTourist" will embark on a two-week to two-month adventure to one of the six continents where DoubleTree by Hilton properties are located. Their "assignment" is to capture and share the highlights of their journey on the DTour website via blog entries, photos, videos and social media posts.

Flavors of China

We also look for opportunities to engage guests in cultural exploration through promotional programs. To celebrate Hilton Worldwide's 25th anniversary in China, in 2013 we launched a new tour package, "Flavors of China," that enables travelers to choose itineraries from 34 hotels in 20 cities in Greater China and tour the country's many cultural and historic landmarks, including the Forbidden City, the Bund, Victoria Harbour, the Terracotta Warriors, Nanjing relics, the Jialing valleys and Zhouzhuang canals, and more.

Teacher Treks

Providing teachers with the tools to enrich the lives of their students and inspire them to explore the world is the goal of the Teacher Treks Grant Competition (www.facebook.com/hiltonteachers). Teacher Treks enables K-12 teachers to travel to the country of their choice to experience first-hand the subject that they teach. In addition, winning teachers receive training and support upon their return to enable them to better share their experiences with their students. This year's program includes two unique tracks for summer 2014 travel: the Travel Grant and the Teach Abroad Grant.

- **The Travel Grant** recognizes teachers who build awareness of cultural diversity within their classrooms. The program helps encourage continued commitment to cultural diversity by providing an opportunity for these teachers to spend two to three weeks traveling, exploring and experiencing culture in another country.
- **The Teach Abroad Grant** enables English as a Second Language (ESL) teachers to travel for two to three weeks to provide educational workshops for hotel teams in key emerging markets. The program connects effective teachers with hotel teams who act as cultural ambassadors of the host country. In return, the hotels will benefit from English language classes to help them better connect with English-speaking guests.

CHANGE MAKERS

CELEBRATING CULTURES

View more of our Change Makers in our online report by visiting www.linktcome.com

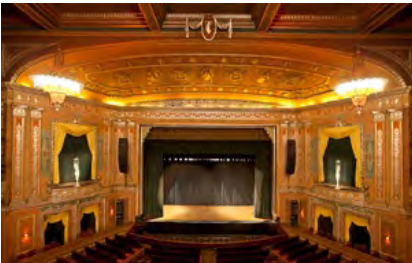
CULTURAL EXPERIENCES



Hilton Seychelles Labriz Resort & Spa, Seychelles

Hilton Seychelles Labriz Resort & Spa has devoted time and effort to ensuring the preservation of the local history and natural diversity of the island by offering guests excursions with a local naturalist. The original Dauban plantation house has been restored and now serves guests local specialties on its menu and provides a backdrop for engaging guests in local celebrations.

CULTURAL EXPERIENCES



Hampton Inn Wheeling, West Virginia, United States

Hampton Inn Wheeling partnered with The Capitol Theatre to help restore the historic landmark. Through donations and help from its Team Members, the rich history of the largest theater in West Virginia was preserved, and it will continue to be a cultural centerpiece for local residents and visitors.

GLOBAL COMMERCE



Hampton by Hilton Voronezh, Russia

Hampton by Hilton Voronezh opened in 2013 as the first Hampton hotel in Russia. The hotel gives guests the opportunity to experience the rich history of a city famous for its historic link to the Russian Tsar, Peter the Great, who built the first ship of his world-famous fleet here.

CHANGE MAKERS (CONT'D)

CULTURAL EXPERIENCES



Hilton Athens, Greece

Hilton Athens hosted a Missouri-based middle school teacher as part of the Hilton Teacher Treks program. The team gave the teacher the opportunity to explore the world through immersion into Greek culture, history and food.

CULTURAL EXPERIENCES



Waldorf Astoria Beijing, China

Waldorf Astoria Beijing collaborated with the China Young Artist Project to host and present an art exhibition showcasing female artists. The property showcased twenty works of art by eight female young artists during the three-day exhibition. The hotel is fortunate to have a significant art collection throughout the hotel, including the piece "Palace Guard" by Li Jiang.

LIVING SUSTAINABLY



Hilton Seychelles Labriz Resort & Spa

IN THIS SECTION

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| PROGRESS AT-A-GLANCE | 60 |
| KEY INITIATIVES | 62 |
| CHANGE MAKERS | 73 |

STRATEGY



Sustainability is a core business driver and brand standard – managed in the same way we manage other aspects of hotel and operational performance. We take a holistic and comprehensive approach to sustainability – reducing our impact and looking at all aspects of our business – from the products and services used throughout our hotels to deliver great guest experiences to how we conserve and use energy and water, to working with our owners to build more efficient hotels.

We have an evolving strategy to identify impact areas; establish policies, partnerships and programs to deliver improved efficiency; develop tools for our hotels for consistent global activation and support; and measure and report on progress.

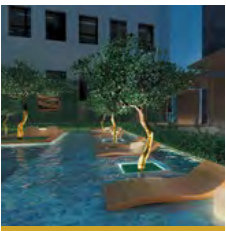
Progress

- Achieved three of our four, five-year performance goals and made considerable progress on the other goal, with cumulative savings of \$388 million since 2008
- Renewed ISO 14001 and 9001 certifications for environmental management and quality management across the portfolio
- Achieved ISO 50001 certification for energy management across the portfolio
- Developed a responsible sourcing strategy, which defines the steps we will take in supply chain responsibility in the next three years
- Activated more than 900 Sustainability Champions across our portfolio and supported more than 700 hotels with Living Sustainably environmental awareness and action campaigns
- Participated in Carbon Disclosure Project
- Assumed chairmanship of the AH&LA Sustainability and Engineering committee



Challenges

- Developing a global strategy that takes into account local hotel communities and their environmental sustainability needs
- Driving a responsible sourcing strategy that is globally applicable and locally relevant given the extensive scale of our operations and the diversity of our business partners
- Continuing to look for innovations and efficiency projects in energy reduction and management



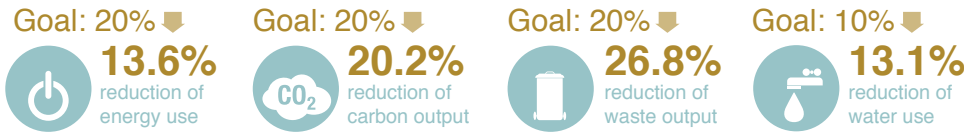
(Top) Hilton Pattaya, Thailand; (Middle) Embassy Suites Miami - International Airport, FL; (Left) Poolside at DoubleTree by Hilton Johor Bahru, Malaysia

Priorities

- Present next iteration of five-year aspirational goals with a focus on energy, carbon, water and waste
- Evolve LightStay to include social and economic metrics and approach energy management in a way that allows us to leverage the full capabilities of the platform and data we have collected
- Develop a comprehensive approach to water stewardship strategy to reinforce 2013 reduction goal; focus on management/conservation as well as restoration/replenishment as part of our strategy development
- Strengthen participation in the Carbon Disclosure Project, including water and supply chain reporting
- Expand renewable energy capacity globally
- Grow our Living Sustainably campaign and find new ways to engage Team Members and franchise partners more widely, better communicate our efforts with our owners and guests, and find new ways to get them involved in our commitment
- Work with regional supply management teams to address areas of greatest opportunities and risk, and develop a road map for action

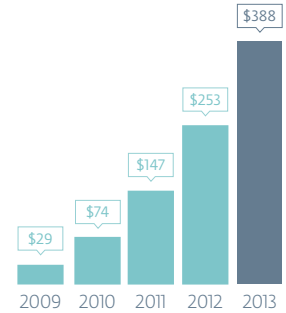
PROGRESS AT-A-GLANCE

OVERVIEW



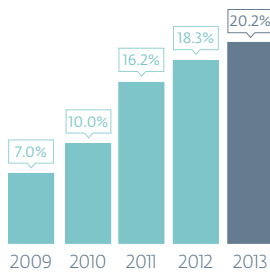
In 2009, we set four five-year sustainability goals based on reductions per building area (ft²/m²). Hilton Worldwide is pleased to report that we have achieved three of our goals for the five-year reporting period 2009-2013. Energy, carbon and water results are normalized for weather and occupancy against the 2008 baseline. CO₂ reductions include credit for purchase of renewable energy credits. 2013 results are based on analysis of 2,380 Hilton Worldwide properties using LightStay. Results are third-party audited and approved.

ESTIMATED UTILITY COST SAVINGS
2009-2013
(CUMULATIVE, IN MILLIONS)



CARBON

CARBON REDUCTION
(PER SQUARE FEET)
Normalized with Renewable Energy Certificates (RECs)



CO₂ TONS OF TOTAL OUTPUT
(MILLION TONS)



2013 CO₂ EMISSIONS FOR OWNED AND MANAGED PORTFOLIO

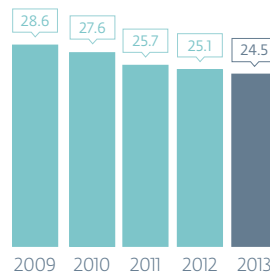
SCOPE 1
516,664 TONS

SCOPE 2
1,959,155 TONS

CO₂ EMISSIONS, POUNDS PER OCCUPIED ROOM



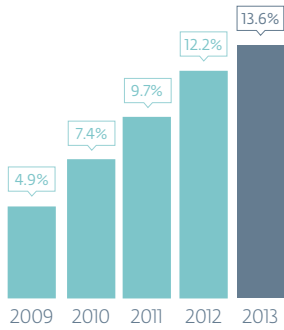
CO₂ EMISSIONS, POUNDS (PER SQ. FT.)
Normalized with Renewable Energy Certificates (RECs)



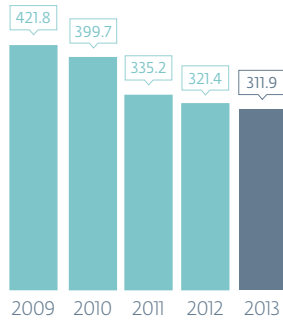
PROGRESS AT-A-GLANCE (CONT'D)

ENERGY

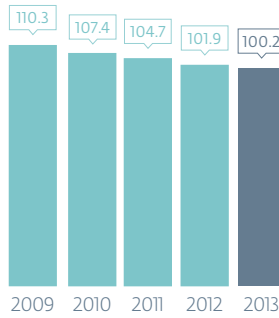
ENERGY REDUCTION
(PER SQ. FT.)



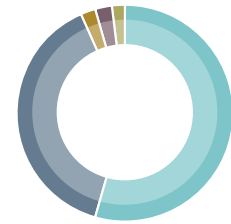
TOTAL kBTU PER
OCCUPIED ROOM



kBTU
(PER SQ. FT.)



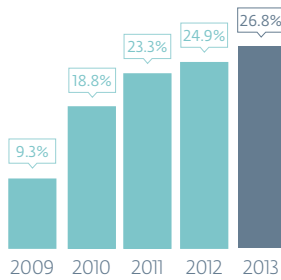
2013 PRIMARY ENERGY
SOURCES FOR OWNED &
MANAGED PORTFOLIO
(IN MWh)



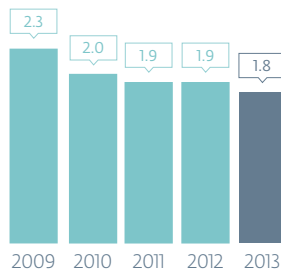
- Electricity 3,028,135
- Fuel 2,160,354
- Steam 133,512
- Cooling 124,926
- Heat 106,749

WASTE

WASTE REDUCTION
(PER SQ. FT.)



WASTE INTENSITY,
POUNDS
(PER SQ. FT.)

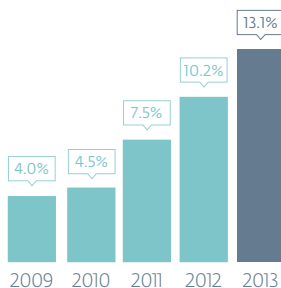


WASTE INTENSITY,
POUNDS PER
OCCUPIED ROOM

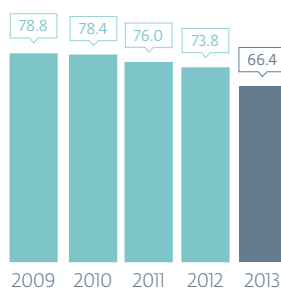


WATER

WATER USE
REDUCTIONS



GALLONS
(PER SQ. FT.)



GALLONS PER
OCCUPIED ROOM
2011-2013



KEY INITIATIVES



Home2 Suites Salt Lake City/Layton, UT

200

LightStay sustainability performance indicators

12,000+

improvement projects

56,000+

people participated in sustainability courses offered through Hilton Worldwide University

LIVING SUSTAINABLY

Most of our sustainability focus to date has been on developing tools to support our global portfolio of hotels in managing their sustainability performance. Now we see an opportunity to leverage the resources we've built to support initiatives that engage Team Members and franchise partners, guests and communities to enable sustainable growth for our industry.

In 2014 we are continuing the evolution of LightStay, our proprietary measurement platform, by engaging all departments and including metrics relevant to performance across various functions of the hotel. To complement this, we simplified the user interface and made data more accessible so it may be more easily shared to drive awareness and engagement. This upgrade will also allow us to start tracking additional Travel with Purpose metrics so every hotel may monitor not only their sustainability performance, but also their community and societal impact. The new upgrade also approaches energy in such a way that has allowed us to gain ISO 50001 certification for energy management for every one of our hotels globally.

Engagement

All of our full-service and luxury properties are required to have a Champion or committee dedicated to driving sustainability performance and identifying projects to improve performance at their hotels. More than 900 Sustainability Champions and 16,500 Hilton Hotels and Resorts Blue Energy and DoubleTree by Hilton CARE Committee members have committed to improvements at their hotels. Although not required, many of our focus service hotels also have environmental programs.

In 2014 we expanded our nine-year Environmental Awareness Initiative in Europe to become the global Living Sustainably campaign. The Living Sustainably campaign empowers even more people to make changes both in their hotels and at home to improve across four issues – energy efficiency, waste reduction, water efficiency and chemical use – with targets set and performance measured for both energy and water efficiency. To date, nearly 700 properties and over 7,000 people have been engaged in the Living Sustainably campaign.

KEY INITIATIVES (CONT'D)

900+

Sustainability Champions or
Committee participants

Customer and Guest Engagement

In our efforts to provide greater transparency to our customers, we also made our LightStay Meeting Calculator publicly available on our Connect+ meeting planning site. This allows any meeting planner to calculate the carbon emissions resulting from their meetings at our hotels. While that functionality has been available to our internal sales teams for many years, this is the first time we make this directly available to our group business customers and third-party meeting planners.

700

hotels with environmental awareness
or Living Sustainably campaigns

Community Engagement

LightStay also provides functionality to connect hotels with organizations that accept donations such as soap, linens or soft goods, or leftover items from conferences. Relationships with Global Soap Project, Clean the World, Good 360 and others allow hotels to connect with organizations to repurpose waste, which they may track in LightStay.

5 Million

kids impacted by Teaching Kids to
CARE sustainability program

Since 2002, our DoubleTree by Hilton brand has reached more than 5 million kids through our unique sustainability education program, Teaching Kids to CARE. The program focuses on showing CARE for the planet and our communities by educating and engaging hotels and kids around the world to take action on local environmental issues. By partnering with local community organizations, hotels work with kids on projects such as planting trees, cleaning up public spaces or growing gardens, and learning important lessons along the way.

KEY INITIATIVES (CONT'D)



(Above) Hilton Hotel Sydney, Australia

73,000

homes could be powered by energy reductions resulting from LightStay since 2009



ENERGY

Energy is essential to every operation in a hotel, from mechanical systems that produce air conditioning to the lighting systems throughout the building to room appliances that directly enhance guest experiences. Moreover, our hotels have a vested interest in identifying ways to reduce energy consumption as it is among the top costs for the average hotel.

Energy Goals

Hilton Worldwide requires hotels to measure, track and report their energy usage and to implement improvement projects to ensure continuous improvement in energy efficiency. In 2009 we set a five-year goal to reduce energy by 20 percent by the end of 2013. We were able to see great results in the first few years as hotels implemented overdue operational effectiveness or low- to no-cost efficiency projects. However, we were not able to meet our energy goal, which we believe is partly due to the global financial crisis that affected our industry. Following the financial crisis, the higher capital upgrades and projects with a longer return on investment that were considered when setting goals in 2009 did not happen at the expected rate. We set bold goals and are proud of the progress we made in reducing our energy use. Our energy savings since setting our goal equate to saving 73,000 homes' energy use for one year.

ISO 50001 Certification

In 2013 we set out to achieve ISO 50001 certification for energy management for our global portfolio in addition to our already existing ISO 9001 and 14001 certifications for quality management and environmental management, respectively. Other organizations that have implemented ISO 50001 have reported significant reductions in energy consumption and costs. Energy reduction has become even more important to us as the price of natural gas continues to rise in areas where our largest hotels operate. To achieve this additional ISO certification, we completed a major upgrade to LightStay, allowing our hotels to forecast future energy consumption levels, receive alerts when a variation from expected levels is perceived, and ensure all energy exceptions and deviations from the baselines are reported.

In addition, in 2013 we hired an energy analyst specifically to look at our biggest hotels to examine energy efficiency and opportunities for improvement. Part of this project included return on investment (ROI) vetting for a wide variety of energy-efficiency projects that may be rolled out to a larger hotel set when applicable.

KEY INITIATIVES (CONT'D)
Signature Initiatives: Energy

4,800

energy-efficiency projects undertaken by hotels around the world

Compelling Results


All of these efforts have resulted in over 4,800 energy-efficiency projects undertaken by hotels. In 2014 we are pushing the needle even further by requiring hotels to set an energy reduction goal every year based on the specific property energy usage. We want hotels to select a goal that makes sense to them, rather than pushing goals down from the corporate level. Through LightStay, hotels will be able to track how they are doing against their goal, empowering hotels to analyze their energy situation and set the right reduction goal.

BETTER BUILDINGS CHALLENGE

PARTNER U.S. Department of Energy Better Buildings® Challenge

Pledged to **reduce energy intensity by 5 to 8 percent** by 2016 in **91 million** square feet of hotel space

20% Pledged to reduce energy use in properties by 20 percent in the next 10 years




ENERGY-EFFICIENT BUILDING DESIGN

Developed a mechanical, electrical and plumbing guide for Asia Pacific to aid owners in integrating operational efficiency when designing and building hotels

COVERS

- Energy Management Systems
- Energy Recovery Opportunities
- Building Orientation to Decrease Heat Gain or Loss



Guide highlights technology that can **vastly decrease operating expenses** without jeopardizing guest experience by **increasing overall performance**



EARTH HOUR

Hilton Worldwide hotels and timeshare properties switch off lights and organize activities for guests

374 Hotels around the globe shared stories about their participation

LED LIGHTING IN AFRICA

PARTNERS Phillips and South African utility company Eskom

17,000 LEDs replaced in South African hotels

75% properties in the Middle East and Africa included in the LED program

When projects are completed, we expect to save over **20 million kWh** reducing CO2 emissions by **20,000 tons**

KEY INITIATIVES (CONT'D)



(Above) Hilton Worldwide Guests

100%

of properties offer the LightStay Meeting Calculator to their customers

114,350

cars' carbon output saved as a result of our carbon reduction in 2013

CARBON

Through LightStay, our sustainability measurement platform, we give all of our properties the tools to track their carbon footprint. The system offers each individual property a way to gauge how the hotel is performing against itself, as well as how a hotel is performing against comparable properties in similar climate zones. We are also leveraging the power of LightStay to participate in the Hotel Carbon Measurement Initiative (HCMI) in collaboration with other hospitality companies to contribute to reducing our collective industry footprint.

At select properties across Australasia, Japan and Southeast Asia, we have a carbon-offset program in place for events and meetings. The program uses the LightStay Meeting Calculator to track and measure the carbon generated by events at 37 properties across eight countries in these regions. Once the carbon output is calculated using the LightStay Meeting Calculator, carbon credits are purchased to offset the environmental impact of the meetings. All of this is done at no cost to our guests because hotels absorb the cost of the offsets.


Carbon Goals

In 2009 we set a five-year goal to reduce carbon output by 20 percent by the end of 2013. We achieved our 20 percent carbon goal on the last year from a combination of energy efficiencies (15.2 percent) and the purchase of 417 million kWh renewable energy. Our five-year carbon reduction equates to taking over 114,350 passenger vehicles off the road for one year.

KEY INITIATIVES (CONT'D)
Signature Initiatives: Carbon

CARBON DISCLOSURE PROJECT

2014 Our first year as a public company

Participated in Climate Change and Supply Chain 

20.2% Carbon reduction since 2008


48.1M pounds of carbon offset since 2008

CORNELL HOTEL SUSTAINABILITY BENCHMARKING (CHSB) STUDY

Study analyzes **energy usage** and **carbon emissions**

Nine major hotel companies participated

2,000+ hotels' monthly utilities usage analyzed



Results included ranges of **six energy** and **carbon key performance indicators (KPI)**. Detailed results reported for **30 geographic areas**.

HOTEL CARBON MEASUREMENT INITIATIVE (HCMI)


PARTNERS

- International Tourism Partnership (ITP)
- World Travel & Tourism Council (WTTC)
- Carbon Measurement Working Group

GOALS

- Standardizing and evaluating the environmental impact of hotels
- Calculating the carbon footprint of hotel stays and meetings

Approximately **25,000** hotels using HCMI 1.0

 Integrated into LightStay


CARBON OFFSET PROGRAM

PARTNERS Climate Friendly and E-square

PROJECTS

- Rainforest Protection Projects in Indonesia and Australia
- Wind-Generated Energy Projects in India and China
- Hydro Projects in Indonesia and Vietnam
- Biomass Project in Thailand
- Energy-Efficiency Projects for small- to mid-sized businesses in Japan

Available in **37 hotels** with **8 countries** represented



KEY INITIATIVES (CONT'D)



(Above) Global Soap Project

Started with
**Garage
 Operations**
 +
\$1.3 Million
 invested in seed funding to
 support the Global Soap Project

Today



Global
Scale



Processing
Center



Amenity
Bottle
Recycling



4 million bars of
soap annually
in 31 countries

WASTE

A combination of initiatives and partnerships with organizations around the world enabled us to exceed our waste reduction goal in 2011, a full two years earlier than anticipated. We are proud of this achievement, and we continue to evolve our waste reduction outcomes through an array of initiatives.

An integral part of our approach includes moving to an annual goal set by the hotels themselves to push engagement and even better results. We moved away from goals targeting reduction of total output and instead are focusing on total diversion from landfill. This approach will help us promote recycling and donations more effectively throughout our hotel operations.

In 2013 we launched RePurpose, a detailed waste management program. To support hotels, we developed a comprehensive set of resources that enables hotels to set up a program, learn from best practices and track their results. We are proud to partner with global organizations that offer alternative waste streams and support the RePurpose initiative at properties around the globe.

We have invested in multiple organizations that support our hotels in reducing waste. For example, we provided \$1.3 million in seed funding to support the Global Soap Project, enabling expansion from garage operations to global scale, including a processing center in Las Vegas and amenity bottle recycling. Today the Global Soap Project has capacity to produce over 4 million bars of soap a year and distributes them in 31 countries.

KEY INITIATIVES (CONT'D)

Signature Initiatives: Waste

SOAP RECYCLING

PARTNERS

- Global Soap Project
- SoapCycling
- Soap for Hope
- Clean the World

Hotels donating in Hong Kong, Japan, Kenya, Korea, Singapore, United Arab Emirates and the United States

SOAP **589,668**
pounds of soap recycled into 1 million+ new soap bars

LIGHTBULB RECYCLING

PARTNER

Waste Management Sustainability Services

Automatically loads results into LightStay

LightStay

Recycling program for fluorescent lamps, lighting ballasts, batteries and mercury-containing devices

Required for all owned and managed properties

MATTRESS RECYCLING

PARTNERS

- Serta
- DH Hospitality/Global Sustainability Solutions

14 hotels participated

20,300+
mattress and box spring pieces diverted from landfills




FOOD RESCUE

PARTNERS

- Feeding America
- Global FoodBanking Network

More than **34,000 pounds** of food rescued and over **30,000 meals** served to those in need



KEY INITIATIVES (CONT'D)



(Above) Conrad Maldives

2012

we reached our five-year goal a full year early

WATER

We are committed to reducing water use across our global footprint and support initiatives at individual properties that may one day inform companywide processes. Our commitment was underscored when in 2012, a full year early, we reached our five-year goal of reducing water consumption by 10 percent.

LightStay provides properties with the tools to measure water usage and progress, and capture and share key insights on water management. Over the next year, properties will begin setting individual goals for water reduction to drive awareness and engagement, and in the process foster even stronger results. We also partner with key suppliers to identify products and services that can support our hotels in accomplishing their water reduction goals. We have developed multiple partnerships to provide training and equipment to better manage and reduce water usage at our hotels.

SUSTAINABLE HOUSEKEEPING

75%

of our hotels report using sustainable housekeeping products



Sustainable products can **reduce the amount of water used** in cleaning processes by up to **30 percent**



Improves the efficiency and reduces the number of toxic chemicals used for cleaning

SUSTAINABLE LAUNDRY

Reduce water use by up to **45%**

Reduce energy use by up to **43%**



Sustainable laundry technology available for properties

Extend linen life by up to **40%**

BATHROOM FIXTURES

90%

of properties report using water-efficient showers



Efficient showers can result in up to **30%** water savings without impacting the guest experience

IRRIGATION/LANDSCAPING

55%

of hotels report planting native or drought-resistant landscaping to **reduce water consumption** in maintenance



78%

of properties report using **irrigation system timers** that adjust by season and time of day to **conserve water**



KEY INITIATIVES (CONT'D)



(Above) Millennium Hilton Bangkok, Thailand

our suppliers extend across
93 Countries

2014

we developed a responsible
 sourcing strategy

RESPONSIBLE SOURCING

Responsible sourcing is a complex issue for a global hotel company as our suppliers extend across 93 countries in which we purchase everything from food and beverages, to linens, to amenities, to beds, to energy. Our suppliers span multiple industries, countries, legal contexts and infrastructure challenges. In many countries, our procurement strategy depends largely upon the maturity of local markets and their ability to support a multinational hotel brand with the quantity and quality of supplies necessary.

We recognize an opportunity to extend our commitment to Travel with Purpose beyond our hotels and leverage our purchasing power and vast network of suppliers to improve social, economic and environmental practices worldwide. In 2014 we developed a responsible sourcing strategy, which defines the steps we will take toward supply chain responsibility in the next three years. To date, we have achieved the following:

- Developed a role within Hilton Supply Management to oversee responsible sourcing, sustainability and special projects.
- Created a global responsible sourcing advisory group to create alignment across regions and share best practices.
- Oversaw the updating of our global Responsible Sourcing Policy to be inclusive of social, economic and environmental criteria.
- Integrated social, human rights and environmental clauses into our supplier registration platform and master supplier agreement, both of which are used for all purchases made by Hilton Supply Management globally.

In the coming years we will conduct analyses to understand our largest areas of opportunity and risk, consider training opportunities and continue to work closely with our suppliers to identify areas for collaboration related to responsible sourcing.

KEY INITIATIVES (CONT'D)

Signature Initiatives: Responsible Sourcing



The Hilton Supply Management team leads our Mattress Recycling and Lightbulb Recycling initiatives. For more information, please visit the Waste section.

Center for Sustainable Procurement

As product sustainability data has become more readily available, our procurement teams have sought to understand how to integrate the data into everyday purchasing decisions. To help tackle this challenge we have partnered with Business for Social Responsibility (BSR) to launch the Center for Sustainable Procurement (CSP) initiative to ultimately help hospitality industry procurement professionals make informed purchasing decisions based on the best available information.

In 2013 the CSP released its first research findings, which outlined insights from product research at AT&T, Best Buy and Dell. It also launched the second year of studies including internal projects with Hilton Worldwide buyers including ABInBev, Cathay Pacific and Ocean Spray. In 2014 CSP will roll out tools and resources designed to help buyers to understand the value of sustainability to procurement and build buyer capabilities to make informed decisions.

Local Sourcing

We work closely with suppliers to identify opportunities to source goods locally when possible. In the Americas, for example, our team and suppliers identify food products that could be sourced locally and form relationships with area farmers to collect and distribute products to our hotels. To date we have over 40 hotels in 11 major cities participating in our local sourcing and education program. To enable farmers to support our hotels, our team has worked with suppliers to develop unique training for farmers related to handling and safety guidelines and insurance requirements – all of which are needed to supply our properties. Outside the Americas, properties procure goods in country when possible and seek to develop the capabilities of local suppliers to meet their needs from a volume and quality standpoint.

Supplier Diversity



With great pride, we source products for our properties from a wide range of vendors and suppliers. Through our award-winning Supplier Diversity Program, which began nearly a decade ago, we have cultivated relationships with more than 4,000 women- and minority-owned businesses. Our goal is to forge supplier relationships that reflect the cultural diversity of our portfolio of hotels. Since 2010, we have spent more than US \$728.5 million with women and minority business enterprises.

Sustainable Seafood

The demand for shark fin in the Asia Pacific region is identified as a major cause of the decline in global shark populations. For this reason, in December 2012, we first removed shark fin from menus across all restaurants and food and beverage (F&B) facilities operated by our managed properties in China and Southeast Asia, only serving it on request. This action helped pave the way for a global ban on shark fin effective April 1, 2014. Following the ban, we enacted a brand standard prohibiting the purchasing of all endangered species globally. Our decision garnered recognition from leading organizations including WWF, Ocean Conservancy, Fin Free Thailand and Stop Shark Finning, and we've also received more than 7,000 emails from current and potential customers thanking us for our leadership. This is one of the first product changes we've made as part of our broader responsible sourcing strategy.

SUPPLY DIVERSITY SPEND
(IN MILLIONS)



-  Women's Business Enterprise: \$138.3
 -  Minority Business Enterprise: \$98.5
- Total Spend: \$236.8

CHANGE MAKERS

LIVING SUSTAINABLY

WASTE



Hilton Garden Inn Richmond Downtown, Virginia, United States

Hilton Garden Inn Richmond Downtown in the United States was the first hotel in Richmond to begin a food compost program in 2011 and continues to divert over 10 tons of waste from the landfill every year. In 2014, the hotel provided some of its compost material to help start two community gardens for the local community.

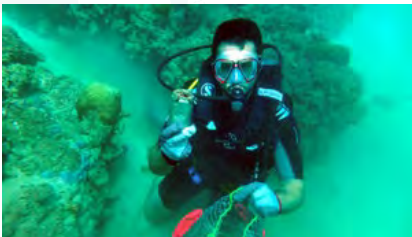
ENERGY



Hilton Worldwide Maple Court, Watford, United Kingdom

Hilton Worldwide Maple Court was awarded the BREEAM In-Use certification and achieved an outstanding four stars for Building Management. The award recognizes the efficient water and energy systems installed in the building and the achievement of 90 percent recycling in 2013, thanks to a productive waste-management system.

WASTE



Hilton Ras Al Khaimah Resort & Spa, United Arab Emirates

Hilton Ras Al Khaimah Resort & Spa in the United Arab Emirates organized the second annual "Underwater Clean Up Drive" in partnership with a local dive center, Project Aware and the city's Earth Day celebration. Over 80 people, including 15 members of the hotel team, recovered over 200kg of trash in less than one hour: plastic bottles and bags, ropes, nets and other forms of debris.

CHANGE MAKERS (CONT'D)

WATER



Hilton Shillim Estate Retreat & Spa, Maharashtra, India

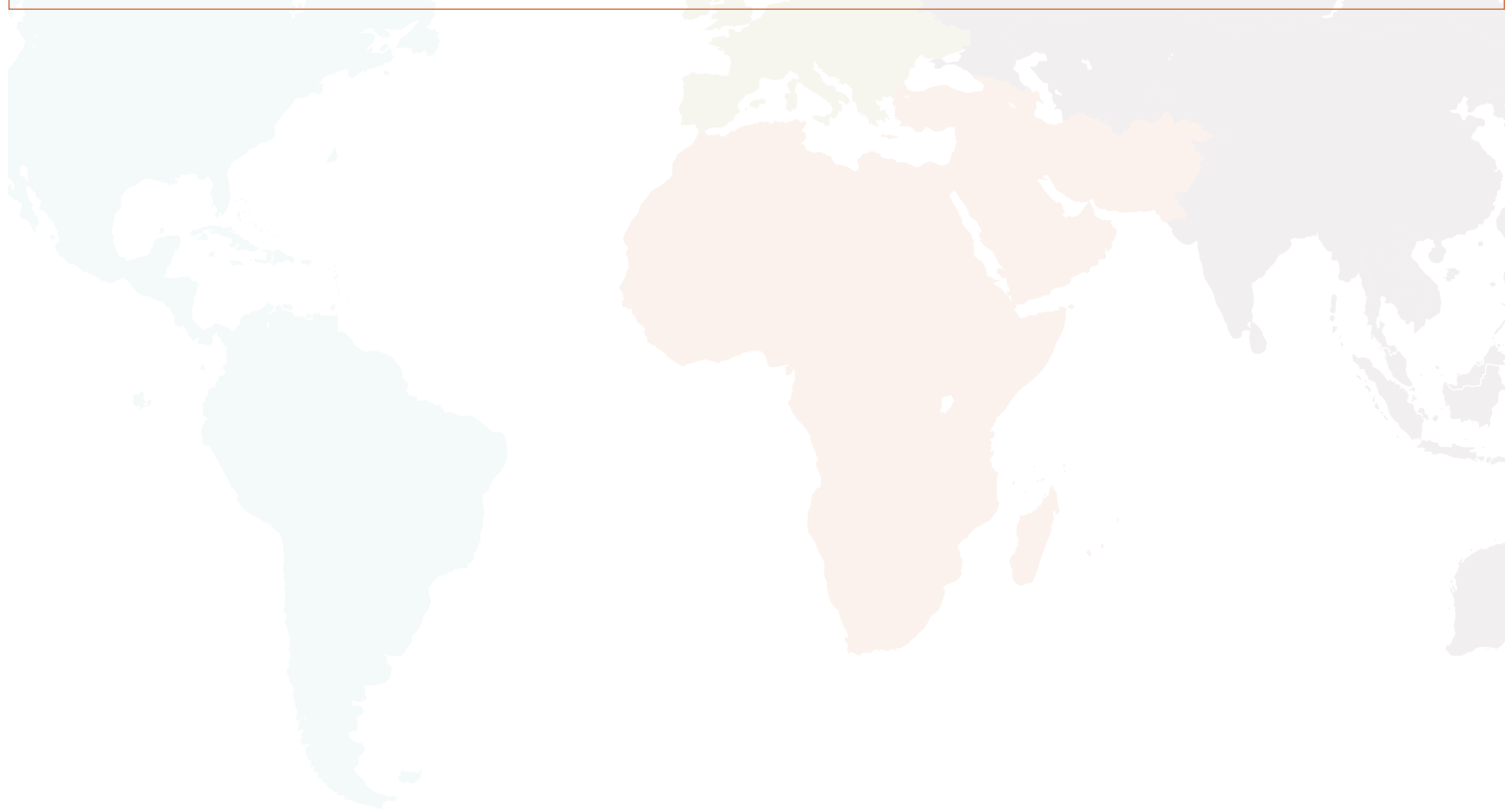
Hilton Shillim Estate Retreat & Spa in India collects and purifies rainwater for use on property during the monsoon season. This year, the hotel saved 21,800 liters of diesel fuel and 71,900 units of electricity that would usually be used to pump water from nearby Lake Pawna.

RESPONSIBLE SOURCING



Hilton Bogotá, Colombia

Hilton Bogotá has joined with the county mayor and the Association of Rural Farmers to supply the hotel and restaurant community with fresh, locally produced goods. The hotel offers guests a taste of local farms by procuring goat's milk and cheese that is made using traditional methods and using the ingredients in over 90 percent of restaurant dishes.



GLOBAL REPORTING INDEX

● Fully
 ◐ Partially
 ○ Not Reported
 N/A Not Applicable

| INDICATOR | DESCRIPTION | REPORTED | LOCATION/RESPONSE |
|----------------------------------|---|----------|--|
| 1. Strategy and Analysis | | | |
| 1.1 | Strategy and Analysis | ● | CEO Message, pages 4-5 Strategy, pages 8-10 |
| 1.2 | Description of key impacts, risks, and opportunities | ● | Opportunities, page 23 Communities, page 37 Cultures, page 48 Sustainability, page 58 |
| 2. Organizational Profile | | | |
| 2.1 | Name of the organization | ● | About Hilton, pages 6-7 |
| 2.2 | Primary brands, products, and/or services | ● | About Hilton, page 6 |
| 2.3 | Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures | ● | About Hilton, pages 6-7 Governance & Ethics, pages 11-12 |
| 2.4 | Location of organization's headquarters | ● | McLean, Virginia |
| 2.5 | Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report | ● | About Hilton, pages 6-7 |
| 2.6 | Nature of ownership and legal form | ● | About Hilton, page 7 Form 10-K |
| 2.7 | Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries) | ● | About Hilton, page 7 |
| 2.8 | Scale of the reporting organization | ● | About Hilton, pages 6-7 Form 10-K |
| 2.9 | Significant changes during the reporting period regarding size, structure, or ownership | ● | Local Economic Impact, page 41 Form 10-K |
| 2.10 | Awards received in the reporting period | ● | Certification & Recognition, page 22 |

GLOBAL REPORTING INDEX

 Fully
  Partially
  Not Reported
  N/A Not Applicable

| INDICATOR | DESCRIPTION | REPORTED | LOCATION/RESPONSE |
|----------------------------------|---|---|--|
| 3. Report Parameters | | | |
| Report Profile | | | |
| 3.1 | Reporting period (e.g., fiscal/calendar year) for information provided |  | Reporting Practices, page 13 |
| 3.2 | Date of most recent previous report (if any) |  | Reporting Practices, page 13 |
| 3.3 | Reporting cycle (annual/ biennial, etc.) |  | Reporting Practices, page 13 |
| 3.4 | Contact point for questions regarding the report or its contents |  | www.hiltoncrr.com/feedback.php |
| Report Scope and Boundary | | | |
| 3.5 | Process for defining report content |  | Reporting Practices, page 13 |
| 3.6 | Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers) |  | Reporting Practices, page 13 |
| 3.7 | Specific limitations on the scope or boundary of the report |  | Reporting Practices, page 13 |
| 3.8 | Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations | N/A | |
| 3.9 | Data measurement techniques and the basis of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report |  | Sustainability Strategy, pages 59-61 |
| 3.10 | Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/ acquisitions, change of base years/periods, nature of business, measurement methods) | N/A | |
| 3.11 | Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report | N/A | |

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 N/A Not Applicable

| INDICATOR | DESCRIPTION | REPORTED | LOCATION/RESPONSE |
|--------------------------|---|----------|------------------------------|
| GRI Content Index | | | |
| 3.12 | Table identifying the location of the Standard Disclosures in the report | ● | GRI Index, page 75 |
| Assurance | | | |
| 3.13 | Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis or any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s). | ● | Reporting Practices, page 13 |

4. Governance, Commitments, and Engagement

| Governance | | | |
|-------------------|--|---|---|
| 4.1 | Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight | ● | Governance & Ethics, pages 11-12 Proxy |
| 4.2 | Indicate whether Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement) | ● | Governance & Ethics, pages 11-12 Proxy |
| 4.3 | For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members | ● | Governance & Ethics, pages 11-12 Proxy |
| 4.4 | Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body | ● | Governance & Ethics, pages 11-12 Proxy |
| 4.5 | Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance) | ● | Governance & Ethics, pages 11-12 Proxy |

GLOBAL REPORTING INDEX

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| INDICATOR | DESCRIPTION | REPORTED | LOCATION/RESPONSE |
|--|---|----------|--|
| 4.6 | Processes in place for the highest governance body to ensure conflicts of interest are avoided | ● | Governance & Ethics, pages 11-12 |
| 4.7 | Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics | ● | Proxy |
| 4.8 | Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation | ● | About Hilton, pages 6-7 Governance & Ethics, pages 11-12 |
| 4.9 | Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles | ● | Governance & Ethics, pages 11-12 Form 10-K |
| 4.10 | Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance | ● | Governance & Ethics, pages 11-12 Proxy |
| Commitments to External Initiatives | | | |
| 4.11 | Explanations of whether and how the precautionary approach or principle is addressed by the organization | ○ | |
| 4.12 | Externally developed economic, environmental, and social charts, principles, or other initiatives to which the organization subscribes or endorses | ● | Members & Affiliations, pages 20-21 Industry Leadership, pages 18-21 Strategic Partnerships, pages 15-17 |
| 4.13 | Memberships in associations (such as industry associations) and/or national/international advocacy in relevant organizations | ● | Members & Affiliations, pages 20-21 |
| Stakeholder Engagement | | | |
| 4.14 | List of stakeholder groups engaged by the organization | ● | Strategic Partnerships, pages 15-17 Members & Affiliations, pages 20-21 |
| 4.15 | Basis for identification and selection of stakeholders with whom to engage | ● | Defining Stakeholders, page 14 |

GLOBAL REPORTING INDEX

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| INDICATOR | DESCRIPTION | REPORTED | LOCATION/RESPONSE |
|-----------|--|--|-------------------------------------|
| 4.16 | Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group | ◐ | Defining Stakeholders, page 14 |
| 4.17 | Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting | ● | Strategic Partnerships, pages 15-17 |

Economic Disclosures

Economic Performance

| | | | |
|-----|---|--|-----------|
| EC1 | Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments | ● | Form 10-K |
| EC2 | Financial implications and other risks and opportunities for the organization's activities due to climate change | ● | Form 10-K |
| EC3 | Coverage of the organization's defined benefit plan obligations | ● | Form 10-K |
| EC4 | Significant financial assistance received from government | N/A | |
| EC5 | Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation | ○ | |

Market Presence

| | | | |
|-----|--|--|--|
| EC6 | Policy, practices, and proportion of spending on locally based suppliers at significant locations of operations | ◐ | Strengthening Communities: Strategy, pages 38-39 Local Economic Impact, pages 41-42 |
| EC7 | Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation | ◐ | Strengthening Communities: Strategy, pages 38-39 Local Economic Impact, pages 41-42 |

GLOBAL REPORTING INDEX

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| INDICATOR | DESCRIPTION | REPORTED | LOCATION/RESPONSE |
|----------------------------------|---|--|--|
| Indirect Economic Impacts | | | |
| EC8 | Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement | ◐ | Community Hospitality, pages 42-47 |
| EC9 | Understanding and describing significant indirect economic impacts, including the extent of impacts | ● | Local Economic Impact, pages 40-41 Key Initiatives, pages 42-47 |

Environmental Disclosures

| | | | |
|------------------|---|--|---|
| Materials | | | |
| EN1 | Materials used by weight or volume | N/A | |
| EN2 | Percentage of materials used that are recycled input materials | N/A | |
| Energy | | | |
| EN3 | Direct energy consumption by primary energy source | ● | Energy, pages 61, 64-65 |
| EN4 | Indirect energy consumption by primary source | ◐ | Energy, pages 64-65 |
| EN5 | Energy saved due to conservation and efficiency improvements | ● | Energy, pages 64-65 Sustainability Overview, page 59 |
| EN6 | Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives | ● | Energy, pages 64-65 |
| EN7 | Initiatives to reduce indirect energy consumption and reductions achieved | ● | Energy, pages 64-65 |
| Water | | | |
| EN8 | Total water withdrawal by source | ◐ | Water, page 70 |
| EN9 | Water sources significantly affected by withdrawal of water | ◐ | Water, page 70 |
| EN10 | Percentage and total volume of water recycled and reused | ● | Water, pages 61, 70 |

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| INDICATOR | DESCRIPTION | REPORTED | LOCATION/RESPONSE |
|--|--|----------|---|
| Biodiversity | | | |
| EN11 | Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas | ○ | |
| EN12 | Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas | ○ | |
| EN13 | Habitats protected or restored | ○ | |
| EN14 | Strategies, current actions, and future plans for managing impacts on biodiversity | ○ | |
| EN15 | Number of ICUN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk | ○ | |
| Emissions, Effluents, and Waste | | | |
| EN16 | Total direct and indirect greenhouse gas emissions by weight | ● | Progress At-A-Glance, page 60 Key Initiatives, pages 66-67 |
| EN17 | Other relevant indirect greenhouse gas emissions by weight | ◐ | Key Performance Metrics, pages 62-63 |
| EN18 | Initiatives to reduce greenhouse gas emissions and reductions achieved | ● | Progress At-A-Glance, page 60 Carbon, pages 66-67 |
| EN19 | Emissions of ozone-depleting substances by weight | ◐ | Progress At-A-Glance, page 60 |
| EN20 | NOx, SOx, and other significant air emissions by type and weight | N/A | |
| EN21 | Total water discharge by quality and destination | ◐ | Progress At-A-Glance, page 61 |
| EN22 | Total weight of waste by type and disposal method | ◐ | Progress At-A-Glance, page 61 |
| EN23 | Total number and volume of significant spills | N/A | |

GLOBAL REPORTING INDEX

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 N/A Not Applicable

| INDICATOR | DESCRIPTION | REPORTED | LOCATION/RESPONSE |
|------------------------------|---|----------|---|
| EN24 | Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, VII, and percentage of transported waste shipped internationally | N/A | |
| EN25 | Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff | ○ | |
| Products and Services | | | |
| EN26 | Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation | ◐ | Sustainability Overview, page 59 Progress At-A-Glance, page 60-61 Living Sustainably, pages 62-63 Energy, pages 64-65 Carbon, pages 66-67 Waste, pages 68-69 Water, page 70 |
| EN27 | Percentage of products sold and their packaging materials that are reclaimed by category | N/A | |
| Compliance | | | |
| EN28 | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations | N/A | |
| Transport | | | |
| EN29 | Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce | ○ | |
| EN30 | Total environmental protection expenditures and investments by type | ○ | |

GLOBAL REPORTING INDEX

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 N/A Not Applicable

| INDICATOR | DESCRIPTION | REPORTED | LOCATION/RESPONSE |
|---|--|--|----------------------------------|
| Social Disclosure: Labor Practices and Decent Work | | | |
| Employment | | | |
| LA1 | Total workforce by employment type, employment contract, and region | ◐ | Recruitment, page 28 |
| LA2 | Total number and rate of employee turnover by age group, gender, and region | ○ | |
| LA3 | Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations | ◐ | Health & Well-Being, pages 32-33 |
| Labor/Management Relations | | | |
| LA4 | Percentage of employees covered | ● | Form 10-K |
| LA5 | Minimum of notice period(s) regarding significant operational changes, including whether it is specified in collective agreements | ○ | |
| Occupational Health and Safety | | | |
| LA6 | Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs | ○ | |
| LA7 | Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region | ○ | |
| LA8 | Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious disease | ◐ | Health & Well-Being, page 32 |
| LA9 | Health and safety topics covered in formal agreements with trade unions | ○ | |
| Training and Education | | | |
| LA10 | Average hours of training per year per employee category | ○ | |

GLOBAL REPORTING INDEX

● Fully
 ◐ Partially
 ○ Not Reported
 N/A Not Applicable

| INDICATOR | DESCRIPTION | REPORTED | LOCATION/RESPONSE |
|--|---|----------|---------------------------------------|
| LA11 | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings | ● | Global Talent Management |
| LA12 | Percentage of employees receiving regular performance and career development reviews | ◐ | Global Talent Management, pages 28-29 |
| Diversity and Equal Opportunity | | | |
| LA13 | Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity | ○ | |
| LA14 | Ratio of basic salary of men to women by employment category | ○ | |

Social Disclosure: Human Rights

| Investment and Procurement Practices | | | |
|---|---|-----|---|
| HR1 | Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening | ◐ | Certifications & Recognition, page 22 Human Rights, pages 44-45 Responsible Sourcing, pages 71-72 |
| HR2 | Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken | ◐ | Strengthening Communities: Strategy, pages 38-39 Responsible Sourcing, pages 71-72 |
| HR3 | Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained | ◐ | Governance & Ethics, pages 11-12 Human Rights, pages 44-45 |
| Non-discrimination | | | |
| HR4 | Total number of incidents of discrimination and actions taken | N/A | |
| Freedom of Association and Collective Bargaining | | | |
| HR5 | Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights | ◐ | Human Rights, pages 44-45 |

GLOBAL REPORTING INDEX

● Fully
 ◐ Partially
 ○ Not Reported
 N/A Not Applicable

| INDICATOR | DESCRIPTION | REPORTED | LOCATION/RESPONSE |
|------------------------------------|---|--|---------------------------|
| Child Labor | | | |
| HR6 | Operations identified as having significant risk for incidents of forced child labor, and measures taken to contribute to the effective abolition of child labor | ◐ | Human Rights, pages 44-45 |
| Forced and Compulsory Labor | | | |
| HR7 | Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor | ◐ | Human Rights, pages 44-45 |
| Security Practices | | | |
| HR8 | Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant operations | ◐ | Human Rights, pages 44-45 |
| Indigenous Rights | | | |
| HR9 | Total number of incidents of violations involving rights of indigenous people and actions taken | N/A | |

Social Disclosure: Society

| | | | |
|-------------------|--|--|--|
| Community | | | |
| SO1 | Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting | ● | Local Economic Impact, page 41 Community Hospitality, pages 42-43 |
| Corruption | | | |
| SO2 | Percentage and total number of business units analyzed for risks related to corruption | ◐ | Governance & Ethics, pages 11-12 |
| SO3 | Percentage of employees trained in organization's anti-corruption policies and procedures | ◐ | Governance & Ethics, pages 11-12 |
| SO4 | Actions taken in response to incidents of corruption | N/A | |

GLOBAL REPORTING INDEX

● Fully
 ◐ Partially
 ○ Not Reported
 N/A Not Applicable



| INDICATOR | DESCRIPTION | REPORTED | LOCATION/RESPONSE |
|----------------------------------|---|----------|------------------------------|
| Public Policy | | | |
| SO5 | Public policy positions and participation in public policy development and lobbying | ◐ | Global Commerce, pages 51-52 |
| SO6 | Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country | ○ | |
| Anti-Competitive Behavior | | | |
| SO7 | Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes | N/A | |
| Compliance | | | |
| SO8 | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations | N/A | |

Social Disclosure: Product Responsibility

| | | | |
|-------------------------------------|---|-----|--|
| Customer Health and Safety | | | |
| PR1 | Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures | N/A | |
| PR2 | Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes | N/A | |
| Product and Service Labeling | | | |
| PR3 | Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements | N/A | |
| PR4 | Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes | N/A | |

GLOBAL REPORTING INDEX

 Fully
  Partially
  Not Reported
  N/A Not Applicable

| INDICATOR | DESCRIPTION | REPORTED | LOCATION/RESPONSE |
|--------------------------|---|---|-----------------------------------|
| PR5 | Practices related to customer satisfaction, including results of surveys measuring customer satisfaction |  | Guest Satisfaction, page 52 |
| Marketing Communications | | | |
| PR6 | Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship |  | Celebrating Cultures, pages 48-55 |
| PR7 | Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes | N/A | |
| Customer Privacy | | | |
| PR8 | Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data | N/A | |
| Compliance | | | |
| PR9 | Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services | N/A | |



HILTON
WORLDWIDE

