

Alexa, Take Me To Aruba

All Suites & Focused Service
Category Team Retreat

December 2023



HOMWOOD
SUITES by Hilton™



PROJECT H3
by Hilton



Hilton
Garden Inn™



spark
by Hilton™

Where Are We Today?

Region	Countries	Open Hotels
AMER	18	4,492
EMEA	38	240
APAC	11	441

By The Numbers	
Open Hotels	5,623
Keys	685,976
Occupancy	74.5%
RevPAR Index	120.0
EBITDA	\$972.4M

55.1%

Contribution to Company EBITDA

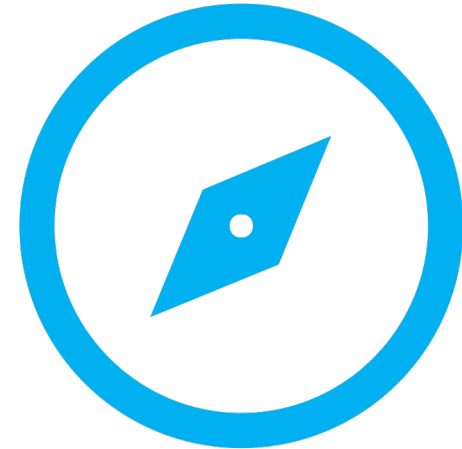


Where Are We Headed Next?

Region	Countries	Pipeline
AMER	27	6,606
EMEA	60	393
APAC	12	957

By The Numbers	
2023 Openings Remaining	106 Hotels
	13,706 Keys
2024 Openings	410 Hotels
	47,341 Keys
Under Construction	962 Hotels
	135,237 Keys

2,333 Hotels / 282,718 Keys
Total 10-Year Pipeline



Category Strategic Imperatives



Deliver industry-leading performance to maintain Hilton brand health and owner profitability.

- *Deliver top-line results for revenue and market share*
- *Attract and retain extended-stay business*
- *Drive profitability margins that help owners reinvest in new & existing hotels*
- *Execute FRCM plan across all brands*



Build guest loyalty through innovative product and service experiences that deliver on the Customer Promise/Make It Right.

- *Master the opening of new hotels and ramp back the hotels coming out of renovation*
- *Develop roadmap and incentive programs for updated identity rollouts*
- *Modernize F&B ecosystems to delight guests and contribute to owner returns*
- *Innovate retail experiences across the category to drive additional owner returns*



Drive pipeline growth by creating tools and resources that support regional prototypes and discover new owners.

- *Ensure integration of new brands into the brand stack by maintaining clear swim lanes.*
- *Promote new brands to enable us to reach guests we don't currently serve*
- *Create strong brand narratives that build on our unique positioning*
- *Define our global development strategy, including proper guardrails*



Balance our team member engagement across all levels of the organization.

- *Utilize unique brand personalities to bring the Customer Promise to life*
- *Utilize learnings from hotels to strengthen engagement across the globe*
- *Deliver an awards and recognition platform that supports all team members*
- *Celebrate the recommitment to the 100% Satisfaction Guarantees*



Meet The Brands



HOMEWOOD
SUITES by Hilton™



PROJECT H3
by Hilton

 **Hilton**
Garden Inn™





Positioning

Embassy Suites is the distinctive upscale suites brand, providing inherent generosity so that guests can meaningfully connect with the world around them. Guests experience iconic design with versatile spaces, dependably delivered Make a Difference hospitality, and elevated essentials throughout their stay.



**EMBASSY
SUITES**
by Hilton™

2024 Priorities

- ✓ Deploy North America **Prototype** Refresh
- ✓ Complete **Brand Identity** Refresh
- ✓ Drive **FRCM adoption** to improve portfolio quality
- ✓ Increase **group mix** and integrate into HWS group actions

Footprint & Pipeline

	Hotels	Keys
Open	266	61,655
2023 Remaining	4	580
Under Construction	13	2,928
Total Pipeline	40	7,848

Performance

ADR	\$183.50
Occupancy	73.6%
RevPAR	\$134.98
RPI	122.0
SALT	53.2
EBITDA	\$117.1M



Why owners buy

- Top of competitive set
- Ability to deliver strong RPI, even during economic downturns
- Business/leisure split leads to healthy 7-night performance
- Non-room revenue-generating factors (restaurant, bar, catering, meetings & events)



Why guests book

- No need to hope for a room upgrade
- Spacious suites in full-service hotels
- Elevated amenities like made-to-order hot breakfast and evening reception



How it feels different

- Wow factor – large open spaces, signature atriums, and impressive guest suites
- Spacious suites meet abundant value
- Leading F&B program
- Make a Difference culture



Positioning

Homewood Suites is the adaptable, upscale brand that flexes to guests’ needs to make them feel comfortable at home while on the road, no matter the occasion. We deliver this through Smart, Intuitive Design, Neighborhood Service & Inspired Living in a way that is empathetic but not intimate; enthusiastic but not bold; genuine, but not headstrong.



2024 Priorities

- ✓ Continue deployment of new **identity/signage** initiative
- ✓ Expand rollout of **Prototype 10.0**
- ✓ Optimize **Extended Stay** commercial strategy
- ✓ Drive **FRCM adoption** to improve portfolio quality

Footprint & Pipeline

	Hotels	Keys
Open	539	61,815
2023 Remaining	2	247
Under Construction	20	2,387
Total Pipeline	140	16,523

Performance

ADR	\$158.76
Occupancy	80.4%
RevPAR	\$127.59
RPI	123.0
SALT	58.3
EBITDA	\$104.4M



Why owners buy

- Evergreen performer
- Diversifies and elevates owners’ portfolios
- Easily understood vision and defined, non-negotiable brand pillars
- Reputation for extended stay excellence
- Optimally positioned within market segment with an increased capacity to scale



Why guests book

- Spacious suites, home-like design, and family-friendly amenities
- Activated shared spaces like outdoor grills, firepits, fitness center, and guest laundry
- Decades of proven extended stay experience means we are beautifully equipped to support this segment



How it feels different

- We have created a genuine, cozy safe haven hosted by Team Members committed to meeting guests where they are
- We prioritize face time, ask thoughtful questions, and look for ways to delight others with gestures that show we listen



Positioning

Home2 Suites is a dynamic and savvy brand designed to make guests feel at home regardless of their length of stay, while enabling them to have a positive impact on the world. It's approach, but not casual; purposeful, but not boastful; and witty, but not comedic



2024 Priorities

- ✓ Continue **North America Prototype Refresh** development
- ✓ Develop **CALA regionalization strategy** & launch in **EMEA**
- ✓ Optimize **Extended Stay commercial strategy**
- ✓ Drive **FRCM adoption** to improve portfolio quality

Footprint & Pipeline

	Hotels	Keys
Open	635	68,191
2023 Remaining	28	3,518
Under Construction	206	24,876
Total Pipeline	732	79,424

Performance

ADR	\$142.03
Occupancy	80.1%
RevPAR	\$113.84
RPI	123.9
SALT	64.0
EBITDA	\$91.3M



Why owners buy

- Industry-leading GOP and operational efficiency fueled by the extended stay model
- Competitive cost and ease to build are driving global expansion
- Typical builds require only 2 acres of land an average of \$109K/key investment
- Profitability and economic resilience entice developers



Why guests book

- Spacious guestrooms and full-sized in-suite kitchens
- Home-like amenities and impressive extras, such as Spin2Cycle, saltwater pools, and patios for grilling
- Universal pet-friendly policy and eco-friendly offerings



How it feels different

- Guests are free to relax and be themselves, just like at home
- Vibrant design, smart amenities, and thoughtfully arranged suites make guests smile
- Unique and adaptable room layout creates a sense of space and value



Positioning

Project H3 is the lower midscale brand redefining what really matters for the long stay from the ground up, delivering amenities that provide guests with everything they need and nothing they don't. H3 provides reliably consistent quality products, creating a foundation for the long stay.

PROJECT H3
by Hilton

2024 Priorities

- ✓ Continue aggressive **development and sales** strategy
- ✓ Develop a **commercial model** to support extended stays
- ✓ Finalize and **launch brand name & identity**
- ✓ Introduce the **Brand Personality ethos**

Footprint & Pipeline

	Hotels	Keys
Open	-	-
2023 Remaining	-	-
Under Construction	-	-
Total Pipeline	7	813

Performance

ADR	TBD
Occupancy	TBD
RevPAR	TBD
RPI	TBD
SALT	TBD
EBITDA	TBD



Why owners buy

- Affordable cost to build extended stay brand
- Prototype dedicates majority of space to revenue-generating areas
- Superior GOP margins due to lean operating model and longer LOS
- Portfolio diversification for current owners into the lower midscale longer stay segment



Why guests book

- Efficient apartment-style studio suites with ample storage for long stays
- Delivers quality at an affordable price backed by the reassurance of the Hilton brand
- State of the art fitness center and elevated guest laundry experience ideal for guests who need a place to call home



How it feels different

- Non-traditional, apartment-style lobby as a one-stop-shop for all guest amenities
- Hilton quality sleep and shower products
- Fully equipped kitchens in every suite including dishwasher, 2-burner cooktop and garbage disposal



Positioning

Hilton Garden Inn is the sensibly positive hotel brand whose elevated and approachable atmosphere creates a familiar environment, letting guests feel both relaxed and confident through stylishly approachable design, Brighthearted service, and experiences in good taste.



2024 Priorities

- ✓ Continue **accelerated growth** in China
- ✓ Begin research for **North America prototype** refresh
- ✓ Explore evolution of **F&B** with key industry partners
- ✓ Drive **FRCM adoption** to improve portfolio quality

Footprint & Pipeline

	Hotels	Keys
Open	988	145,702
2023 Remaining	27	4,157
Under Construction	164	29,482
Total Pipeline	344	57,459

Performance

ADR	\$147.34
Occupancy	72.0%
RevPAR	\$106.09
RPI	114.7
SALT	58.6
EBITDA	\$209.1M



Why owners buy

- Strong cost to build versus ROI
- Instant Hilton name recognition
- Flexibility with F&B, including multiple restaurant options for increased revenue
- Wide global footprint



Why guests book

- Attracted to Hilton name
- Appreciate brand's consistency
- Bright, communal gathering spaces, ample guestrooms, intuitive amenities, and elevated full-service F&B offerings
- Guests can find us almost anywhere in the world



How it feels different

- Elevated and approachable atmosphere differentiates from other full-service upscale hotels
- Light, bright, & airy design
- Larger-than-average social spaces
- Environments where business travelers can feel productive and engaged
- Sophisticated F&B offerings



Positioning

Hampton is the sure thing that always delivers the friendly stay you deserve so your goals are always within reach. We deliver this by being a cut above the competition, through ingenious design and with unrivaled reliability – guaranteed.



2024 Priorities

- ✓ Deploy **North America Prototype and Brand Refresh**
- ✓ Launch new **brand identity**, including external renovation
- ✓ Complete **APAC regionalization** work
- ✓ Address aging assets via **FRCM adoption/Spark conversion**

Footprint & Pipeline

	Hotels	Keys
Open	2,947	324,279
2023 Remaining	30	3,806
Under Construction	480	68,787
Total Pipeline	817	106,424

Performance

ADR	\$132.80
Occupancy	73.6%
RevPAR	\$97.84
RPI	120.4
SALT	63.0
EBITDA	\$421.5M



Why owners buy

- Long legacy of performance and strong brand awareness
- Higher average GOP vs. upper midscale competitors
- Proven success in all market types and global regions
- Affordable entry into the Hilton network



Why guests book

- More 5-star reviews than our competitors
- Trusted, proven reputation
- Friendly, consistent experiences powered by Hamptonality
- Clean & spacious rooms, along with functional public spaces
- Free, high-quality breakfast



How it feels different

- Warm and inviting space that instills guests with immediate sense of belonging
- Cheerful and uplifting stays with Hamptonality service

Positioning

Tru is the champion for the practical traveler, sparking meaningful discovery, without tradeoffs, so they can truly be themselves. Tru promises fun, consistency, and affordability for travelers and offers much more than the basics: games, huge TVs, the ideal breakfast, a sustainability story, and Tru Spirit service culture.



2024 Priorities

- ✓ Complete research for **Prototype Refresh**
- ✓ Explore opportunities for **new growth in CALA**
- ✓ Evolve the brand's **dual build offering**

Footprint & Pipeline

	Hotels	Keys
Open	247	24,214
2023 Remaining	11	1,018
Under Construction	57	5,374
Total Pipeline	269	25,368

Performance

ADR	\$129.72
Occupancy	72.7%
RevPAR	\$94.36
RPI	132.0
SALT	63.3
EBITDA	\$29.1M



Why owners buy

- Easy and affordable entry into Hilton
- Hotel-in-a-box concept
- Aff
- Diversify portfolio while enjoying a faster ramp-up and financing a smaller footprint
- Dual brand partnerships
- Fast-growing midscale segment performance



Why guests book

- Guests trust the Hilton name and love Tru's youthful feel
- We are energetic, fun, pet-friendly, and family-friendly
- Intentional and efficient design gives guests everything they need and nothing they don't
- Brand continues to pop up in exciting locations all over



How it feels different

- Playful identity, casual uniforms, customized mural walls, and Top It breakfast creates a unique vibe that rings simple
- Consistently cool experiences featuring integrated lobby space for work, leisure, and play
- Brand new facilities and comfy environments



Positioning

Spark is the premium economy brand that proudly delivers reliable essentials with unexpected touches to make every guest feel valued. Thoughtful simplicity and happy and helpful service mean guests feel confident in choosing Spark as soon as they walk through our doors.



2024 Priorities

- ✓ Advance the **Accelerator/Moonshot Strategy**
- ✓ Leverage affiliate web capabilities to **accelerate NUG**
- ✓ Align the **brand strategy** via performance calibration to STR segment classification

Footprint & Pipeline

	Hotels	Keys
Open	1	120
2023 Remaining	3	380
Under Construction	15	1,423
Total Pipeline	118	10,473

Performance

ADR	TBD
Occupancy	TBD
RevPAR	TBD
RPI	TBD
SALT	TBD
EBITDA	TBD



Why owners buy

- Superior RPI and ROI within the category
- Simplified operating model focused on driving premium performance with a low staffing model
- Opportunity to franchise a Hilton brand at a lower cost of entry



Why guests book

- Thoughtful simplicity focused on the reliably delivered amenities that matter most
- Happy and helpful service with team members who take pride in their work and reliably deliver thoughtful essentials.
- Value with values- budget-friendly stays that make Guests feel welcome



How it feels different

- Freshly renovated spaces offering thoughtfully essential amenities
- A consistent, clean guestroom
- Frictionless arrival experience with digital check-in and digital key, unique in the Economy space



Overview

The All Suites and Focused Service Brand Personality team is dedicated to amplifying the service ethos of each individual brand through their respective Brand Personality and Brand Signatures



2024 Priorities

- ✓ Prepare, celebrate, and activate on Hampton's banner year; including our 3,000th hotel and 40th birthday
- ✓ Prepare, celebrate, and activate on Embassy's 40th birthday, while also reinfusing their Make A Difference Brand Personality
- ✓ Develop and launch the Brand Personality of Project H3
- ✓ Enhancements and relaunch of Home2's 'Free To Be You' Brand Personality
- ✓ Onsite launch of Brand Personality immersion and training for first 25 Spark hotels

Team Objectives



Data collection, vetting, alignment, awarding and celebration of quarterly and annual hotel award winners for all Brands within the Focused Service and All Suites Categories



Elevate and lift each respective Brand Guarantee



Ensure hotel level activation of Hilton's Customer Promise through the lens of Make It Right



Amplify the service ethos of each individual Brand through their respective Brand Personality and Brand Signatures



Thank You!

