

Hilton Worldwide At-A-Glance

Among many recent accomplishments that further our mission to be the preeminent global hospitality company, Hilton Worldwide:

- Achieved the most hotel openings in our 91-year history in the last two years with 302 new hotels in 2009 and 327 in 2008.
- Maximized global opportunities with more rooms under construction outside the U.S. than within the U.S. for the first time in our history. Sixty-one percent of our rooms under construction are outside the U.S., compared to 11 percent only two years ago.
- Surpassed a record 25 million members for Hilton HHonors, the loyalty program for Hilton Worldwide's portfolio of hotel brands, after the largest enrollment year in the program's history in 2009.
- Ranked the highest in brand equity with our Hilton brand compared to all the other major hotel brands in the industry in the 2010 EquiTrend® study conducted by Harris Interactive.
- Was honored by the Business Travel News 2010 U.S. Hotel Chain Survey for several of our brands across multiple categories, including Hampton Hotels which was named the best hotel brand in the Midprice Tier.
- Was the only hotel company with multiple brand winners in "J.D. Power's 2009 North America Hotel Guest Satisfaction Study." Embassy Suites ranked highest in guest satisfaction among Upscale chains for the sixth time, and Hilton Garden Inn ranked highest in guest satisfaction among Mid-Scale Full-Service chains for the seventh time.
- Was honored by Entrepreneur magazine when our Hampton brand was selected as the fourth-best franchise business in the U.S. in its Franchise 500® list.

Hilton Worldwide

Number of Properties: 3,598
Number of Rooms: 593,784
Number of Countries: 81

Future Goal:

Hilton Worldwide has four key strategic priorities:

- Aligning Our Culture and Organization,
- Maximizing Performance Across the Enterprise,
- Strengthening & Expanding our Brands and Commercial Services Platform and
- Expanding our Global Footprint.

Updated quarterly - last revision March 31, 2010

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Americas

Number of Properties: 3,304

Goal for the Next Five Years:

We will double our presence in Canada and triple our properties in Mexico.

United States

Number of Properties: 3,168

Goal for the Next Five Years:

We plan to open more than 950 hotels in the United States, the majority of which will be from our focused-service brands: Hilton Garden Inn, Hampton Hotels, Homewood Suites and Home2 Suites.

Latin America and Caribbean

Number of Properties: 37

Goal for the Next Five Years:

We will nearly double our footprint in Latin America.

Asia Pacific

Number of Properties: 61

Goal for the Next Five Years:

We plan to open more than 180 hotels in the Asia Pacific region through a multi-brand strategy that includes our mid-price, upscale and luxury brands.

China

Number of Properties: 11

Goal for the Next Five Years:

We intend to expand our presence in China from 11 properties to more than 90.

India

Number of Properties: 2

Goal for the Next Five Years:

We will open more than 60 hotels in India, representing at least six of our brands.

Europe

Number of Properties: 187

Goal for the Next Five Years:

We will more than double our presence throughout Europe, across a multi-brand portfolio.

Middle East and Africa

Number of Properties: 46

Goal for the Next Five Years:

We will sign more than 100 hotels throughout the Middle East and Africa.

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Hilton Worldwide Brands

Waldorf Astoria Hotels & Resorts

Number of Properties: 21

Number of Countries: 7

Future Goal:

Waldorf Astoria's current pipeline will increase the brand's hotel offerings by nearly a third and will bring Waldorf Astoria hotels to new countries including India, Honduras and Canada.

Conrad Hotels & Resorts

Number of Properties: 17

Number of Countries: 14

Future Goal:

Conrad intends to double its number of properties and will expand into new countries, including Bahrain, Portugal and the United Arab Emirates.

Hilton

Number of Properties: 531

Number of Countries: 76

Future Goal:

Hilton will continue to develop in new countries around the globe and intends to significantly expand its presence in the Asia Pacific region by opening three hotels in Australia, six in India and 26 in China.

Doubletree

Number of Properties: 228

Number of Countries: 10

Future Goal:

Doubletree will enhance its footprint internationally as it opens 15 properties throughout the Asia Pacific region and 13 hotels in Europe.

Embassy Suites Hotels

Number of Properties: 207

Number of Countries: 7

Future Goal:

Embassy Suites will continue to expand its presence in Latin America and the Caribbean by opening hotels in Panama and Costa Rica.

Hilton Garden Inn

Number of Properties: 496

Number of Countries: 11

Future Goal:

Hilton Garden Inn will focus additional resources on expanding internationally and will soon open 22 hotels throughout Europe and seven in India.

Updated quarterly - last revision March 31, 2010

Hilton Worldwide Brands

Hampton Hotels

Number of Properties: 1,761

Number of Countries: 7

Future Goal:

Hampton Hotels has the most robust pipeline of any of Hilton Worldwide's brands in the United States and intends to continue to expand internationally by opening five properties in India and 10 hotels throughout Europe.

Homewood Suites by Hilton

Number of Properties: 293

Number of Countries: 3

Future Goal:

Homewood Suites will continue to expand internationally by opening five hotels in Canada, two in Mexico and two in India.

Home2 Suites by Hilton

Number of Properties: 0

Number of Countries: 0

Future Goal:

Home2 Suites by Hilton will open an estimated 100 properties by the end of 2013 in the United States, Canada and Mexico.

Hilton Grand Vacations

Number of Members: >156,800

Number of Properties: 32*, including 37 Home Owners Associations

Number of Countries: 4

Future Goal:

Hilton Grand Vacations will continue to pursue the expansion of its Club offerings through enhanced vacation benefits, strategic partnerships and innovative membership advantages.

* Includes properties developed and/or managed by Hilton Grand Vacations. Club Members also have access to RCI, the world's largest vacation ownership exchange company, with more than 4,000 affiliated resorts worldwide.

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