

Boharat Shah

LEADERSHIP SPEAKER SERIES

Christopher J. Nassetta



J. MACK  
ROBINSON  
COLLEGE  
OF BUSINESS

Cecil B. Day School of Hospitality Administration  
LEADING HOSPITALITY EDUCATION FOR 45 YEARS

**HUNTER**  
HOTEL INVESTMENT  
CONFERENCE



# CHRISTOPHER J. NASSETTA

From 1892 to 1954, over twelve million immigrants entered the United States through the portal of Ellis Island



### Italian Immigration

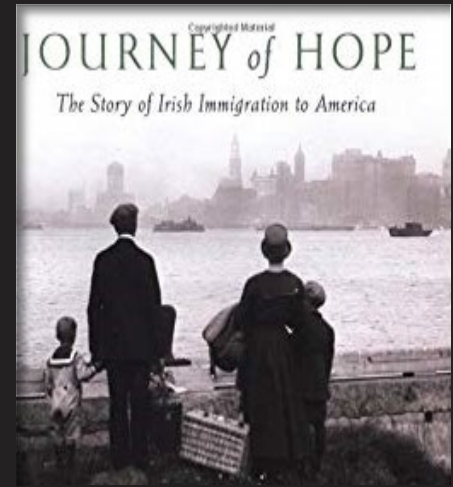
*[Faded, illegible text and small images related to Italian immigration]*

District of the City of New York, Port of New York.

I, Joseph Rival Master of the "St. Lucia" do solemnly, sincerely and truly swear that the following List or Manifest, subscribed by me, and now delivered by me to the Collector of the Customs of the Collection District of the City of New York, is a full and perfect list of all the passengers taken on Board the said vessel at Naples from which port said vessel has now arrived; and that on said list is truly designated the age, sex, calling, country of citizenship, native country, intended destination or location, number of pieces of baggage, location of compartment or space occupied, and date and cause of death of passengers, as required by the Passenger Act of 1882; also a true statement so far as it can be ascertained with reference to the intention of each alien passenger as to a protracted sojourn in this country. *So help me God.*

Sworn to this 188 }  
before me }  
DEPUTY COLLECTOR. } Joseph Rival is Master, from Naples burthen 1203 tons.

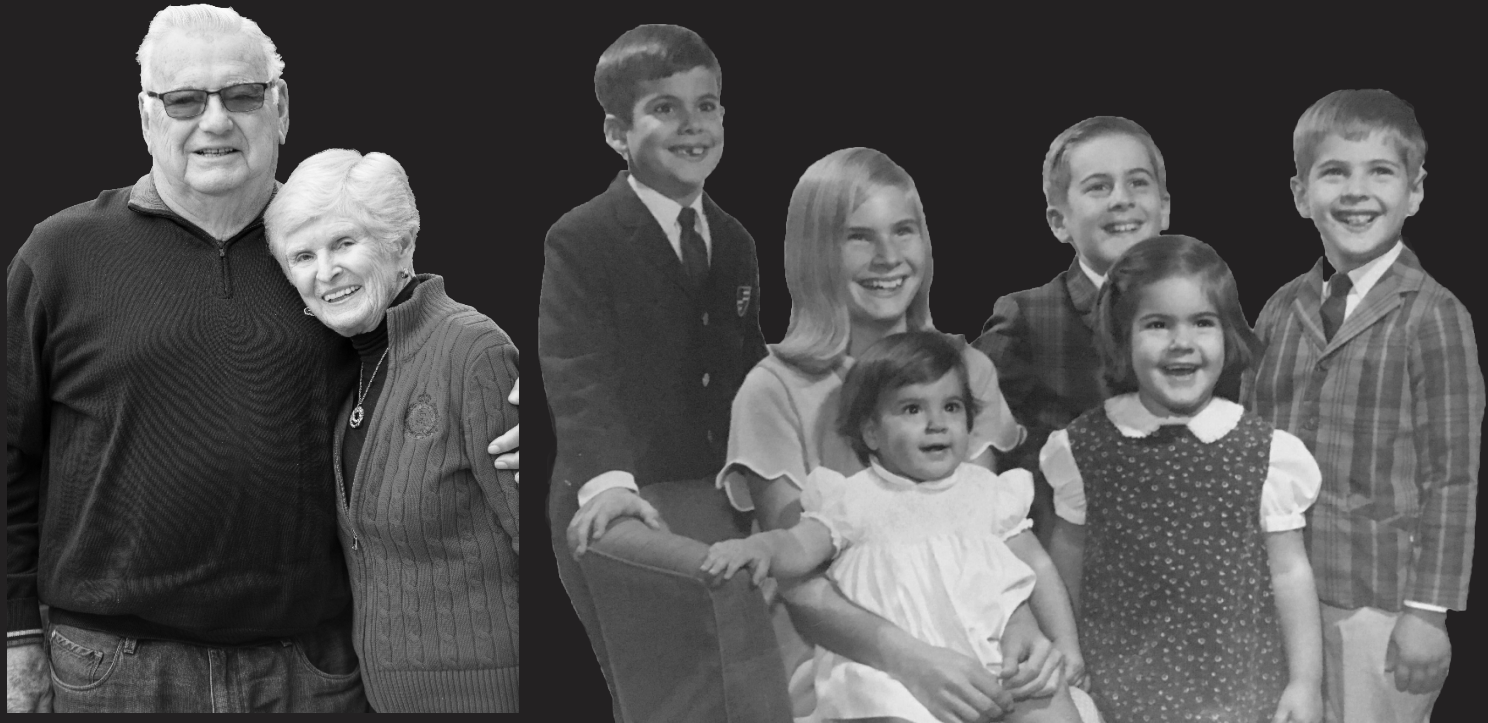
NAMES	AGE		SEX	CALLING	The Country of which they are citizens (For Cabin Passengers)	Native Country (For Steerage Passengers)	Intended Destination or location (For Cabin Passengers)	Number of pieces of baggage	Location of compartment or space occupied. Specify whether forward, middle or aft.	Date and Cause of Death.	Whether really or supposed to be an alien.
	Years	Mths.									
<i>Victoria Lynch</i>	23	5	F	1st	Poland	Italy	1				
<i>Antonina Ripholt</i>	60	7	F	1st	Poland	Italy	1				
<i>Luigia Ripholt</i>	40	7	F	1st	Poland	Italy	2				



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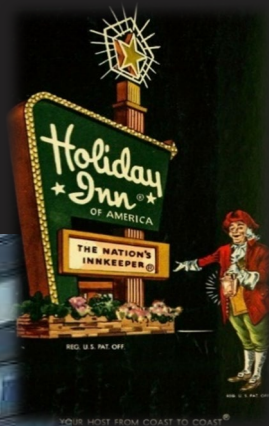
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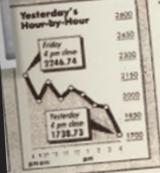
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**PANIC!**  
Dow plunges through floor — 508 pts.  
6 PAGES OF COMPLETE COVERAGE BEGIN ON PAGE 2  
A Financial Meltdown



**Dow Falls 508 — crash**

**The Washington Post**

WEDNESDAY, OCTOBER 26, 1929

**Stock Market Suffers Largest Loss in**

**As Dow Drops 508 Points**

**Not 1929, Say**

**The New York Times**  
NEW YORK, TUESDAY, OCTOBER 29, 1929  
**PLUNGE 508 POINTS, A DROP OF 22.6%;**  
**RECORD**

**60,000 jobs lost in a single day**

**Layoffs cut deep into economy**

Thousands of workers lose their jobs at major companies as recession grips manufacturing, retail, information technology and other sectors.

**Abundant pink slips**

Jobs cut in January	Portion of jobs at company
100	100.0%
90	90.0%

The Washington Post  
**MARRIOTT'S BIG SPLIT**

THE WALL STREET JOURNAL  
**Marriott Shareholder Lawsuit Continues**

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1993  
24,301 ROOMS  
\$67.12 REVPAR  
**\$3.6B ENTERPRISE VALUE**

1996  
37,210 ROOMS  
\$92.71 REVPAR  
**\$6.7B ENTERPRISE VALUE**

1998  
58,000 ROOMS  
\$109.06 REVPAR  
**\$9.9B ENTERPRISE VALUE**



*Chasat Shah*

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The New York Times

## *Blackstone to Buy Hilton Hotels for \$26 Billion*

By LOUISE STORY JULY 4, 2007



THE WALL STREET JOURNAL.  
*To Find a CEO for Hilton, Blackstone Raids a Rival*

Blackstone

**Buy,  
Fix, Sell.  
Repeat.**

BLACKSTONE'S DECEPTIVELY  
SIMPLE FORMULA FOR  
SUCCESS IN REAL ESTATE  
MEANS CONSISTENCY AND  
CONSISTENCY OF APPROACH  
ACROSS A GLOBAL PLATFORM



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**THE WALL STREET JOURNAL.**

\*\*\*\*\* TUESDAY, SEPTEMBER 16, 2008 - VOL. CCLII NO. 65 \*\*\*\*\* \$2.00

DOW JONES 10192.51 ▼504.48 -4.8% NASDAQ 2279.91 ▼3.6% NYSE Closed(122214.76) DJ STOXX 50 2744.81 ▼4.0% 30-YR TREAS 4.2 3/02, yield 3.482% OIL \$95.71 ▼\$5.47 GOLD \$793.30 ▲\$22.80 EURO \$1.4110 YEN 104.00

**AIG, Lehman Shock Hits World Markets**

**Meltdown Monday**

**Lehman collapse sends shockwave round world**

**The Washington Post**

DISTRICT & MARYLAND HOME EDITION

TUESDAY, SEPTEMBER 16, 2008

**Markets in Disarray as Lending Locks Up**

**LEHMAN BROTHERS** ▼94.4%

**Merrill Lynch** ▼68.2%

**AIG** ▼79.2%

**Crisis on Wall Street as Lehman Totters, Merrill Is Sold, AIG Seeks to Raise Cash**

*Fed Will Expand Its Lending Arsenal in a Bid to Calm Markets; Moves Cap a Momentous Weekend for American Finance*

*Boharat Shah*

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## Global Tourism Declines

### STR: US hotel industry ends '09 with double-digit RevPAR drop

22 JANUARY 2010 9:53 AM

Revenue per available room fell 16.7 percent to US\$53.71 during 2009, according to year-end reports from Smith Travel Research.

## U.S. Hotel Profitability Declines

Bottoms Down: Hotel Profits Decline 35.4 Percent According to PKF Report

## THE WALL STREET JOURNAL.

### Hilton Debt Load Weighs on Blackstone

Buyout Firm in Talks With Lenders to Slice \$5 Billion Off Loans in Bid to Shore Up Hotel Chain

*By Lingling Wei and Peter Lattman*

Oct. 29, 2009 12:01 a.m. ET

## THE WALL STREET JOURNAL.

LAW

### Hilton Is Sued Over Luxury Chain

Starwood Hotels Alleges Secret Documents Were Stolen From It and Used to Develop Rival's Denizen Brand

*By Tamara Audi and Peter Lattman*

Updated April 17, 2009 12:01 a.m. ET

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## 2013: Hilton Worldwide goes public

### Blackstone's Hilton Raised \$2.35 Billion in Record Hotel IPO

Hui-yong Yu and Leslie Picker . Bloomberg - Dec 12, 2013 9:00 am

### Blackstone's \$12 Billion Gain on Hilton Shares Highest in Private Equity History

Dennis Schaal, Skift - Jul 21, 2014 10:20 am

Bloomberg

## Blackstone's \$26 Billion Hilton Deal: The Best Leveraged Buyout Ever

The most profitable private equity deal in history was badly timed but brilliantly executed

By [William D. Cohan](#)

September 11, 2014, 7:33 PM EDT

Bloomberg

## Blackstone Exits Hilton, Earning \$14 Billion After 11 Years

By [Gillian Tan](#)

May 18, 2018, 7:01 AM EDT Updated on May 18, 2018, 12:20 PM EDT

- ▶ Private equity firm has been gradually selling off shares
- ▶ Hilton shares have more than doubled since listing in 2013

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FORTUNE 100 BEST

100 BEST COMPANIES TO WORK FOR

1

Hilton

**OPERATION:  
OPPORTUNITY**

**OUR MISSION IS YOUR SUCCESS**

*20,000 Additional Veterans, Spouses and Caregivers by 2020*

10,000 HIRED. 20,000 TO GO.

**Employees Rank Hilton the Best Place to Work in the U.S.**

Hilton earns #1 spot on prestigious Great Place to Work list in its 100th year

February 14, 2019

**Hilton tops Fortune's list of best companies to work for**

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