“It’s not what you look at that matters, it’s what you see.”

Henry David Thoreau
WEDNESDAY, NOVEMBER 30
6:00 – 8:00 PM
Welcome Reception & Dinner | SEAPORT BALLROOM
All Forum Attendees, AHLA/Foundation Board Members Invited

THURSDAY, DECEMBER 1
11:15 AM – 12:15 PM
Lunch Buffet | SEAPORT BALLROOM

12:30 PM
The Forum – General Session | WATERSIDE BALLROOM
Opening Remarks | Chip Rogers \textit{President \& CEO, AHLA}

- **CHAPTER 1** The State of Affairs: Global Uncertainty \& Domestic Impact
  - The Health of Our Economy
    - Tom Barkin \textit{President \& CEO, Federal Reserve Bank of Richmond}
    - Introduced by: Justin Knight \textit{President \& CEO, Apple Hospitality REIT, Chair, AHLA Board of Directors}
    - Conversation with: Elie Maalouf \textit{Chief Executive Officer, Americas, IHG Hotels \& Resorts}
  - Political Potholes: The Bumpy Ride Continues
    - Congressman Steven Horsford \textit{(D-NV), 1st Vice Chair, Congressional Black Caucus, House Republican Whip, Steve Scalise \textit{(R-LA)}}
    - **A Conversation with The Honorable Larry Hogan**
      - \textit{Governor of Maryland}

- **CHAPTER 2** The International Perspective: Wild Cards \& Hot Spots
  - Navigating Uncertainty \& Emerging Risks
    - Vikram Mansharamani \textit{Global Trend-Watcher, Entrepreneur, Author \& Investor}
  - Global Implications On Hospitality Operations
    - Kevin Jacobs \textit{Chief Financial Officer \& President, Global Development, Hilton, Secretary/Treasurer, AHLA Board of Directors}
    - Dina Powell McCormick \textit{Global Head of Sustainability \& Inclusive Growth, Goldman Sachs}

3:00 – 3:30 PM
Break

- **CHAPTER 3** The Corporate Conundrum of ESG Expectations
  - ESG on the Rise
    - Hayley Orr \textit{Director, Capital Markets Strategy, MUFG Securities Americas Inc.}
  - Making Sustainability Sustainable
    - Moderator: Danielle Bozarth \textit{Global Co-Leader, Travel, Logistics, \& Infrastructure Practice, McKinsey \& Co.}
      - Dr. Andy Cooper \textit{Senior Vice President, Research, Development \& Engineering, Global Institutional, \& Specialty Groups, Ecolab, Inc}
      - Rajan Goel \textit{Senior Vice President, Building Solutions Group, Carrier Corporation}

5:15 PM
Day 1 Concludes

6:00 – 9:00 PM
Reception \& Dinner | GRAND BALLROOM
The Pendry Washington, DC – The Wharf
655 WATER STREET, SW, WASHINGTON, DC 20024

FRIDAY, DECEMBER 2
8:30 – 9:30 AM
Breakfast Available | WATERSIDE BALLROOM

9:00 AM
The Forum – General Session | WATERSIDE BALLROOM
Opening Remarks | Chip Rogers \textit{President \& CEO, AHLA}

- **CHAPTER 4** The Innovative Economy \& New Tech Hubs
  - Featured Speaker | Steve Case \textit{Chairman \& CEO, Revolution LLC; Co-Founder, America Online, Author, \textit{The Rise of the Rest}}
  - Conversation with Kevin Carey \textit{EVP \& Chief Operating Officer, AHLA}

- **CHAPTER 5** The Power of Doing Good
  - Featured Speaker | José Andrés \textit{Chef, Restaurateur, Humanitarian}
  - Doing Good = Good for Business
    - José Andrés \textit{Chef, Restaurateur, Humanitarian}
    - Tony Capuano \textit{Chief Executive Officer, Marriott International}
    - Kristen Silverberg \textit{President \& CEO, Business Roundtable}
    - Moderated by Chip Rogers \textit{President \& CEO, AHLA}

11:00 AM
Closing Remarks/Forum Concludes

11:15 AM
Buffet Lunch (Optional) | SEAPORT BALLROOM 1
Invitation Only

11:15 AM
AHLA Executive Committee Meeting | SEAPORT BALLROOM 2
Invitation Only

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