

From: Steve Kaufer
Sent: Tuesday, January 9, 2018 10:00 AM
To: All TripAdvisor Media Group Employees
Subject: TripAdvisor organizational changes

Hello all,

As we enter 2018, the management team and I continue to be relentlessly focused on making TripAdvisor the world's best platform for travelers. A key part of our strategy relies on us helping our 450+ million users get greater value from all parts of our company – hotels, restaurants, attractions, flights, rentals, cruise, etc. And as consumers benefit from a better experience on TripAdvisor, that translates to increased monetization opportunities across each of our business verticals. Given our portfolio, TripAdvisor is uniquely positioned to capitalize on this opportunity.

To that end, I want to share some strategic organizational changes that we are making – ones that we believe will accelerate our progress against these goals.

As many of you know, TripAdvisor -- with its foundation in our Hotels business -- has historically been structured as a functional organization, with traditional marketing, sales, product and engineering departments. These functional groups have provided support for both the Hotels business, as well as the overall TripAdvisor-branded website and non-TripAdvisor branded websites. However, as our business has grown to include Restaurants, Vacation Rentals, Flights, Attractions and SmarterTravel, we realize we need to make a fundamental shift from being organized by function to being organized by business units – each led by a defined leader who will be given the functional resources necessary to succeed and metrics by which their success will be measured.

Today, I am excited to announce the following organizational changes. We believe these changes will improve our ability to coordinate across our full platform while returning Hotels to sustained growth.

New Organizational Structure

- Hotels will be reorganized, with a P&L structure analogous to how our other business units (e.g. Attractions and Restaurants) are currently organized. Members of the product, marketing, sales and engineering functions that have supported the Hotels pillar previously will report directly to this Hotels business unit, with teams being reorganized where needed to facilitate this transition. We believe this change supports the focus and alignment required to drive sustained revenue growth within our Hotels business unit. We have begun the process of recruiting externally for a President of Hotels to lead this team.

- We are also forming a new business unit, which will be known as TripAdvisor Core Experience. The charge for this group is nothing short of making TripAdvisor a habit and the first place a traveler goes to when they are travel planning and on their trip. The group will accomplish this by looking at the holistic experience of TripAdvisor through a traveler-centered lens, tell the story of the brand and cohesive experience TripAdvisor offers travelers and act as the “connective tissue” for the site across all business units. The group will be empowered to drive overall design and consumer experience, integrated brand marketing and PR, shared functionality (content, maps, etc.), key strategic partnerships and innovating on new experiences to drive overall member growth and engagement at every stage of the travel journey.

Think of this unit as responsible for making the TripAdvisor experience more than the sum of shopping in each of our vertically oriented businesses. We have begun the process of recruiting externally for a President, TripAdvisor Core Experience to lead this unit.

We want to fill these critical positions as quickly as possible, but will take our time to get the right, best-in-class talent. These new leaders will sit on the Management Team and report directly to me when hired. In the interim, I will lead both Hotels and TripAdvisor Core Experience.

I am also making changes in Engineering to support this new structure.

- Nick Shanny has been appointed to the newly created role of TripAdvisor Chief Technology Officer (CTO). Nick will be responsible for TripAdvisor's overall technology architecture and engineering strategy, ensuring we are building scalable, aligned and sustainable technology platforms across all TripAdvisor verticals. He will also retain leadership of IT Operations, QA, Technology and Infrastructure, and TAMG-wide Information Security. Nick will continue to report directly to me.

With this change, existing engineering teams supporting our Hotels business will become part of the Hotels business unit, reporting directly to the new Hotels President. Existing engineering teams supporting consumer experience will become part of the TripAdvisor Core Experience business unit, reporting directly to the new TripAdvisor Core Experience President. Finally, the existing TripAdvisor Attractions engineering team will move into our Attractions business unit, the existing TripAdvisor Restaurants engineering team will move into the Restaurants business unit, and SmarterTravel, Flights, and China engineering will remain the same.

Management Team Changes

As a result of these changes, there will be some additional impact to existing members of our Management Team.

Barbara Messing, our Chief Marketing Officer (CMO), has been a valuable thought partner as we have planned this restructure. As we refined our collective views on the best way to organize, it was clear to Barbara and to me that those parts of Barbara's current marketing responsibilities directly supporting Hotels, including traffic acquisition, were best positioned as part of the new Hotels structure and brand marketing and PR functions most logically fit under Core Experience. Once her team was divided in this way, it became clear that the CMO job no longer existed, and there was no remaining role big enough for someone of Barbara's talent and experience. Barbara will stay on through April in order to help us ensure a smooth transition.

Barbara is a terrific marketer, who during her 7 years at TripAdvisor helped catapult our brand onto the world stage. Barbara has achieved a lot in her

tenure at TripAdvisor and she has been instrumental in our growth. She will be missed.

Concurrent with this restructure, we are also announcing the departure and retirement of Robin Ingle, Senior Vice President of Sales. For nearly 2 years, Robin has been confidentially planning to retire in early 2018. With this restructure it makes sense to be transparent about her intentions. Robin's Sales team will be reorganized and will report directly to the Hotels business unit, effective with this announcement. However, I have asked Robin to stay on through April to help support the transition, and to assist me with some special projects.

Robin has been with us since 2001, almost from the beginning of TripAdvisor. We are grateful to Robin for her many contributions helping TripAdvisor to expand internationally and building a successful global sales organization that is ready to evolve with the next phase of the company. Like Barbara, Robin will be greatly missed.

I would be remiss if I didn't acknowledge that we are losing not only two excellent executives, but also two women with significant tenure on the management team. I have always been, and will continue to be, an advocate for hiring and empowering strong female leadership, as well as for the value of diversity across our organization. I can promise you that as we are recruiting for these two new roles, the management team is committed to interviewing a diverse slate of candidates.

An Eye on the Future

As we transition to our new structure and teams in the upcoming days, weeks and months, we continue to be committed to transparent communication and will provide regular updates. Over the last 17+ years I have experienced many significant changes at TripAdvisor. Each period of change has presented opportunities for growth as a business, and new opportunities for all of us as professionals. And it's important to remember as we embark on this new, exciting phase for TripAdvisor, that companywide we have a deep bench of strong leaders and a highly talented employee base. We are confident that this new structure will enable us collectively to be more effective and efficient, and will help position us well for the future.

Steve