

U.S. Monthly P&L Review - Sample



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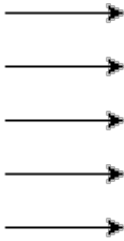
Translation Table - Sample

For the Month of: Month 2020



Month 2020

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			



Month 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

This Year

Day, Month Date - Holiday
 Day, Month Date - Holiday
 Day, Month Date - Holiday

Last Year

Day, Month Date - Holiday
 Day, Month Date - Holiday

Number of Weekdays: 22
Number of Weekend Days: 8

Number of Weekdays: 22
Number of Weekend Days: 8

Note: Weekdays - Sunday through Thursday, Weekends - Friday and Saturday

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U.S. Hotel Industry at a Glance - Sample

For the Month of: Month Year



	Current Month	Running 3 Months	Running 12 Months	Year to Date
Occupancy	▼ down -57.6 %	▼ down -62.7 %	▼ down -31.1 %	▼ down -51.8 %
RevPAR	▼ down -72.9 %	▼ down -74.9 %	▼ down -33.3 %	▼ down -58.0 %
TRevPAR	▼ down -74.5 %	▼ down -76.3 %	▼ down -32.4 %	▼ down -57.6 %
GOPPAR	▼ down -91.3 %	▼ down -96.4 %	▼ down -44.8 %	▼ down -78.8 %
GOP %	▼ down -23.9 pp	▼ down -32.6 pp	▼ down -7.2 pp	▼ down -19.4 pp
EBITDA %	▼ down -38.9 pp	▼ down -49.1 pp	▼ down -9.6 pp	▼ down -26.0 pp
LPAR	▼ down -64.4 %	▼ down -63.3 %	▼ down -22.7 %	▼ down -41.7 %

Note

Gross Operating Profit (GOP) is calculated as Total Revenue - (Total Departmental Expenses + Total Undistributed Expenses) and excludes Management Fees and Fixed Charges

EBITDA, the equivalent of NOI for hospitality, is earnings before Interest, Income Tax, Depreciation, Amortization, and includes Management Fees and Fixed Charges, however it excludes Reserve for Replacement and Owner's Expense

GOP %, or GOP Margin, is calculated as Gross Operating Profit/Total Revenues

PAR Calculations are calculated by dividing by the number of rooms available

All KPI changes are calculated as a percent change with the exception of GOP and EBITDA

GOP and EBITDA are calculated using the profit margin percentage point (pp) difference based on Total Revenues

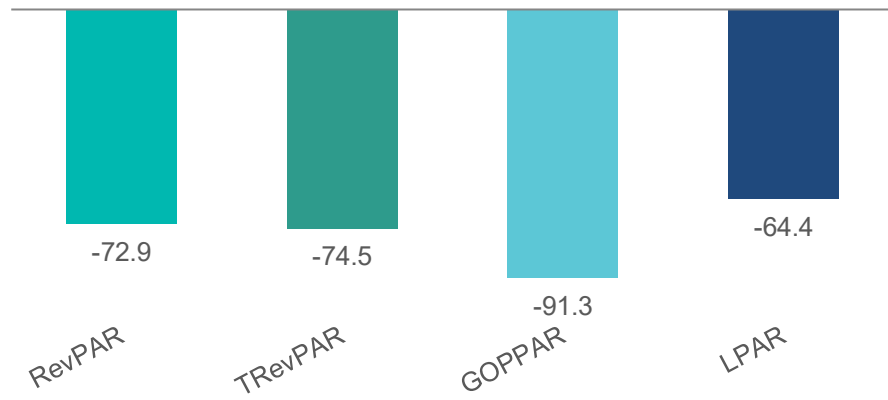
i.e. (GOP TY / Total Revenues TY) - (GOP LY / Total Revenues LY)

U.S. Monthly P&L Dashboard - Sample

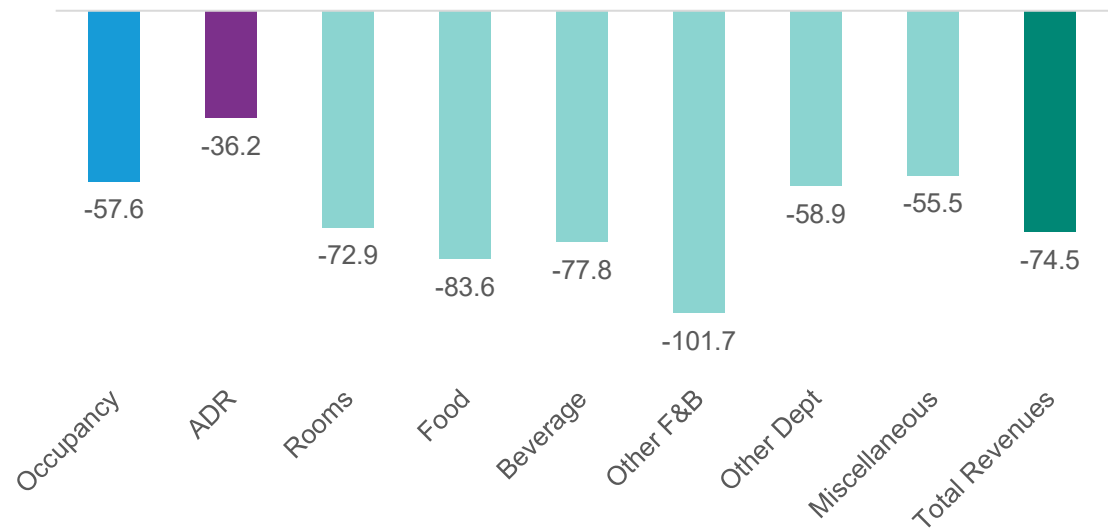
For the Month of: Month 2020



U.S. Monthly KPIs - Mon 2020 vs Mon 2019



U.S. Revenues % change - Mon 2020 vs Mon 2019



Top U.S. Markets

- 1 Detroit, MI
- 2 Tampa/St Petersburg, FL
- 3 Phoenix, AZ
- 4 Norfolk/Virginia Beach, VA
- 5 Dallas, TX

GOP percentage point change

- 1.4
- 7.2
- 10.6
- 12.7
- 12.8

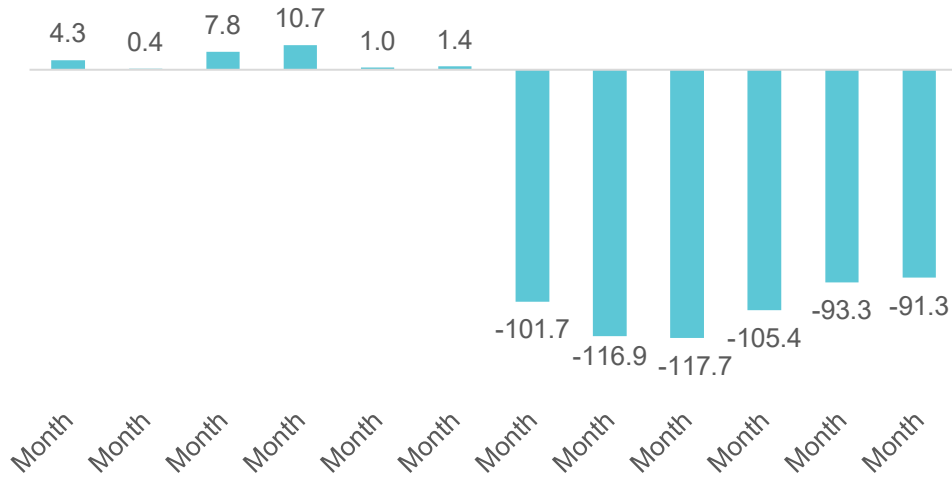
Bottom U.S. Markets

- 25 Minneapolis/St Paul, MN-WI
- 22 Boston, MA
- 21 New York, NY
- 20 Seattle, WA
- 19 Orlando, FL

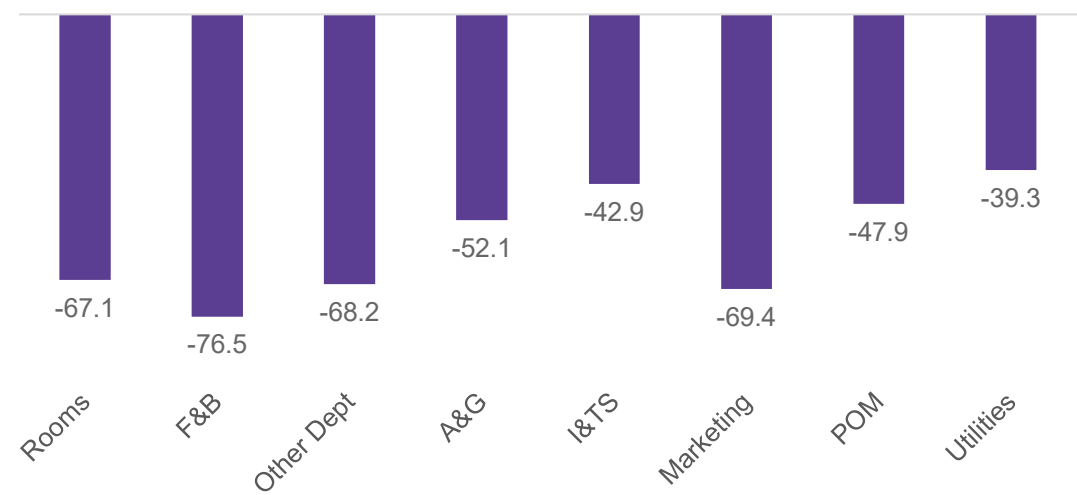
GOP percentage point change

- 123.8
- 118.7
- 94.6
- 59.3
- 56.7

12-Month U.S. GOPPAR % change



U.S. Expenses % change - Mon 2020 vs Mon 2019





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