



Monthly P&L Results October 2020

GOP Margin increases 6 percentage points from September

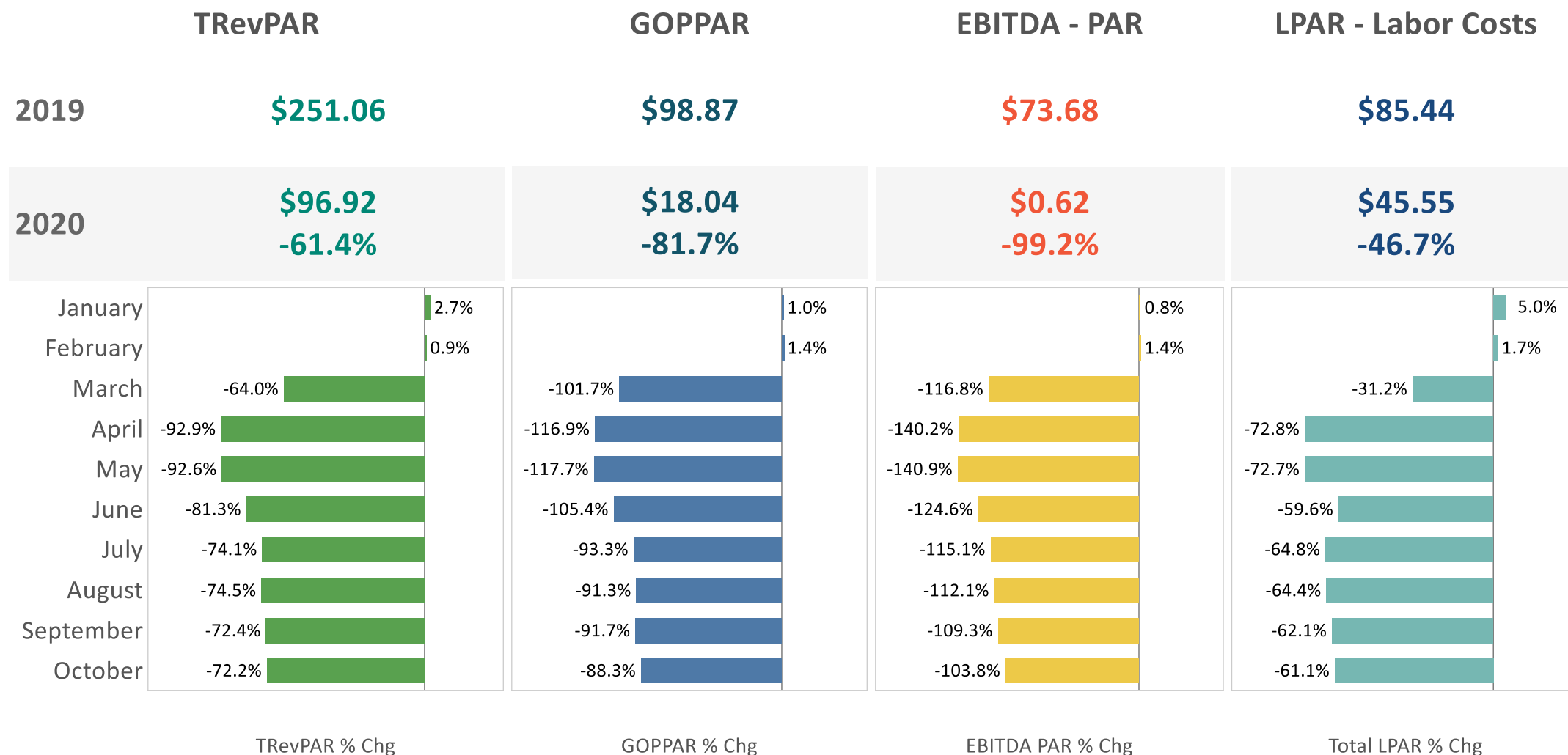
U.S. Monthly P&L KPIs – October 2020 vs October 2019



	TRevPAR	GOP % of Revenues	EBITDA % of Revenues	Labor Costs % of Revenues
2019	\$255.08	42.6%	33.3%	31.6%
2020	\$70.96 -72.2%	17.9% -24.7%	-4.6% -37.9%	44.1% 12.5%
	Total Revenues (Per Available Room Night)	Gross Operating Profit / Total Revenues	Earnings Before Interest, Income Tax, Depreciation, and Amortization / Total Revenues	Total Labor Costs / Total Revenues
	Includes rooms, F&B, other depts, misc income	Includes departmental expenses, A&G, I&TS, marketing, maintenance, utilities excludes fixed expense	Includes operating expense, management fees, non-operating income, rent, property tax, insurance, other fixed	Includes all labor costs from all departments including salaries, wages, benefits, payroll tax, bonuses, contract, and outsourced labor

U.S. Profitability improves slightly in October

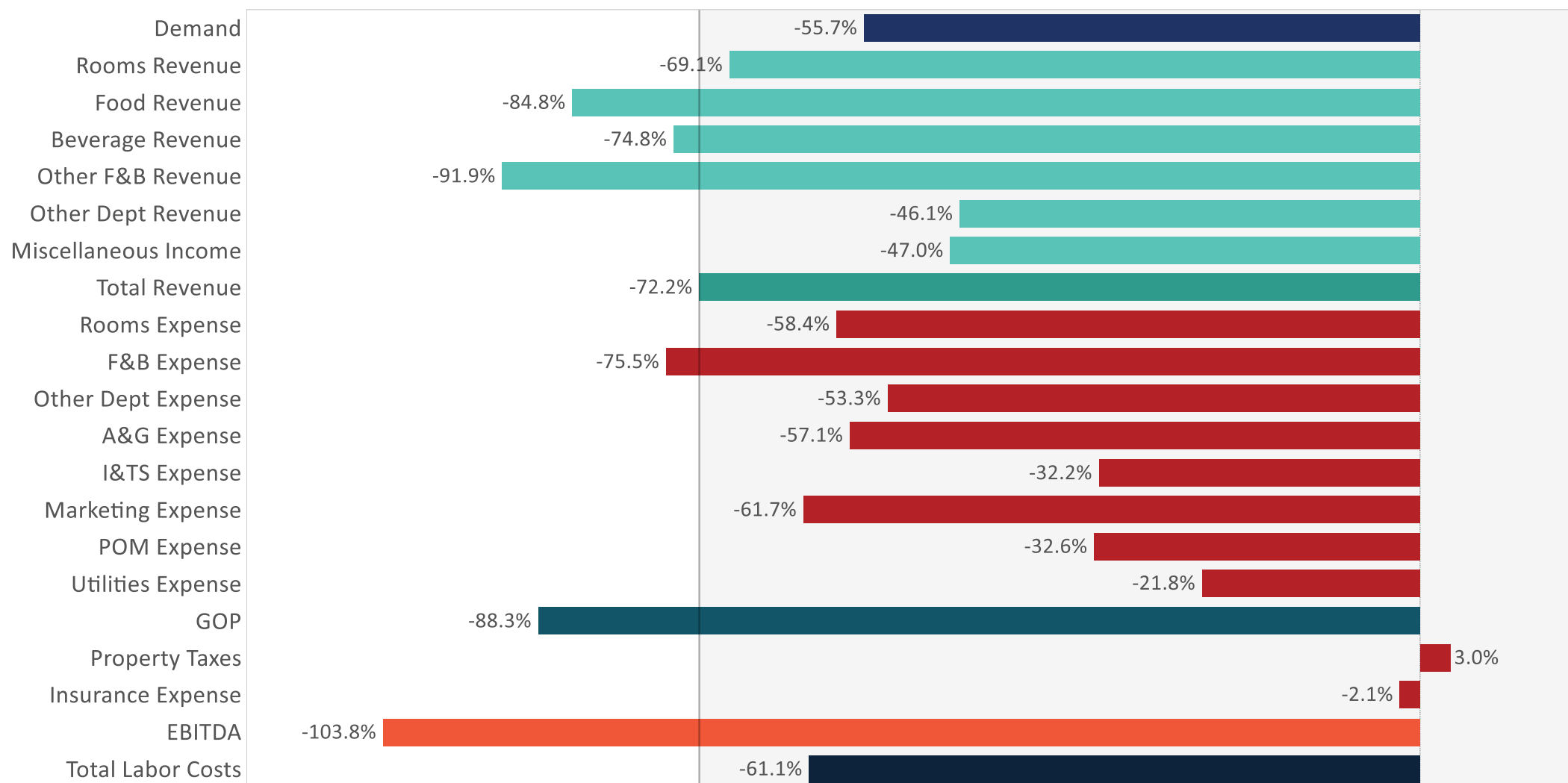
U.S. Monthly P&L KPIs – 2020 YTD vs 2019 YTD



Other F&B Revenues positive for the first time since Q1

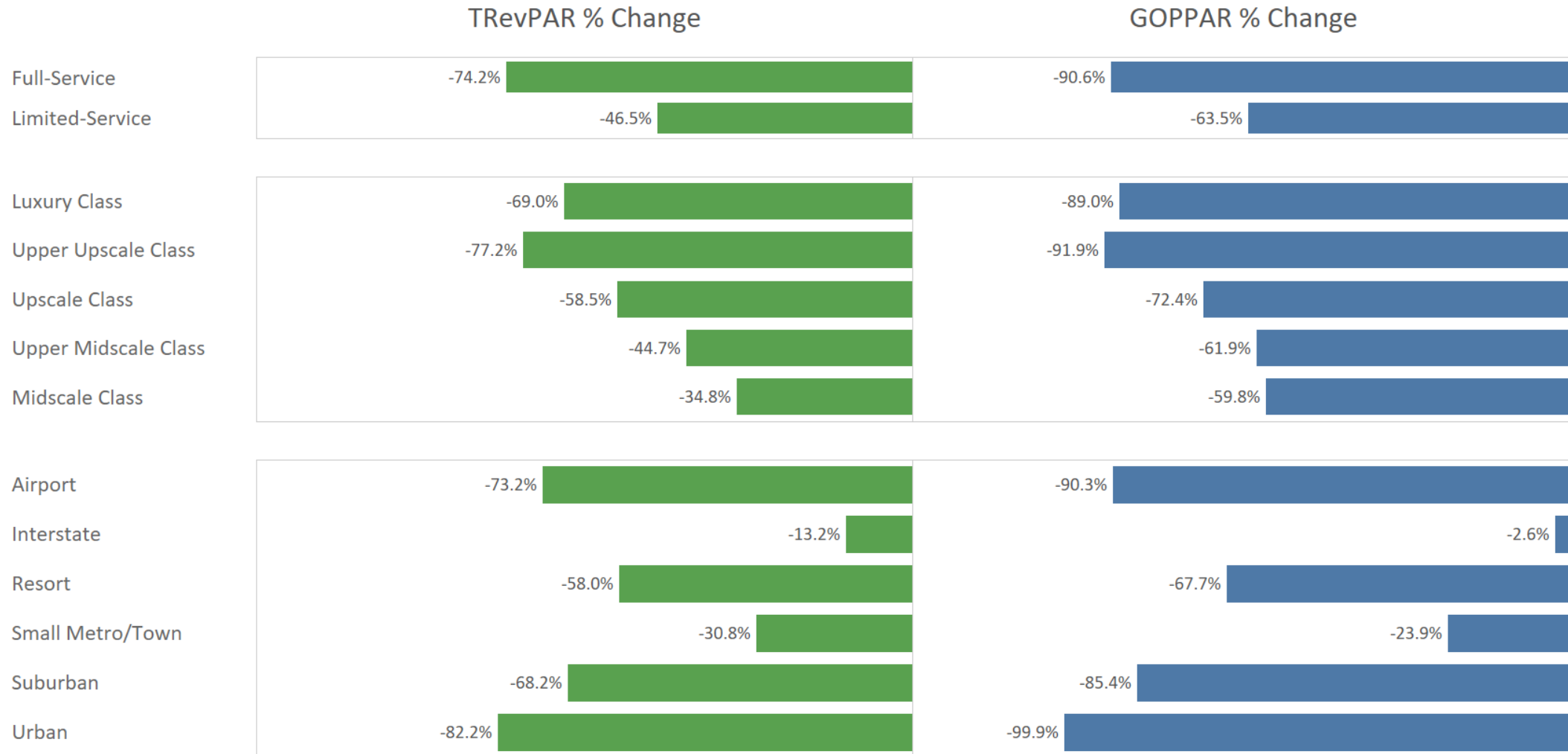


U.S. Revenue & Expense % Change – October 2020 vs October 2019



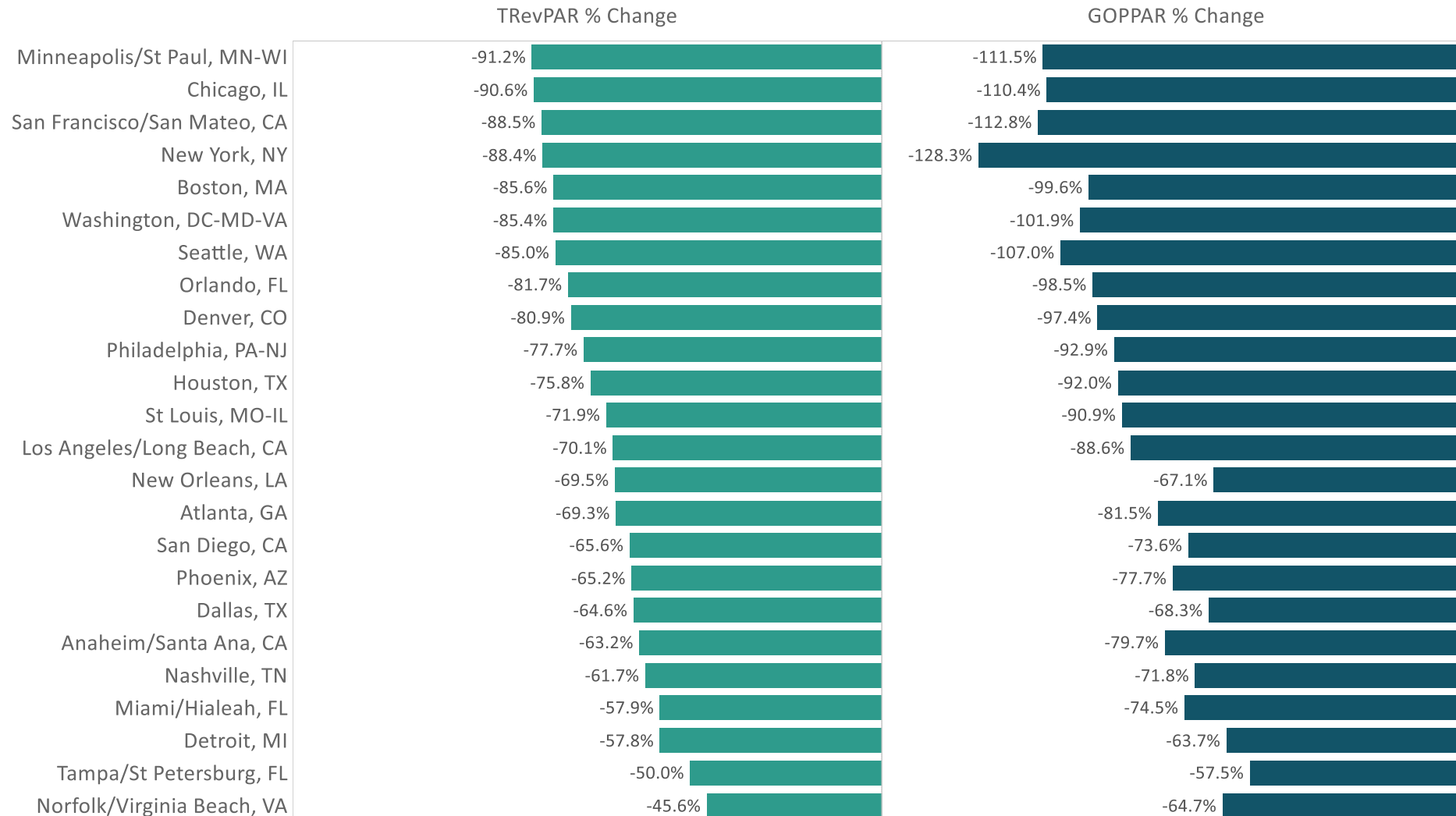
Interstate hotels see profits close to pre-COVID levels

Monthly P&L Program – October 2020 vs October 2019



Weak conference season leads top markets to struggle in October

Monthly P&L Program – October 2020 vs October 2019



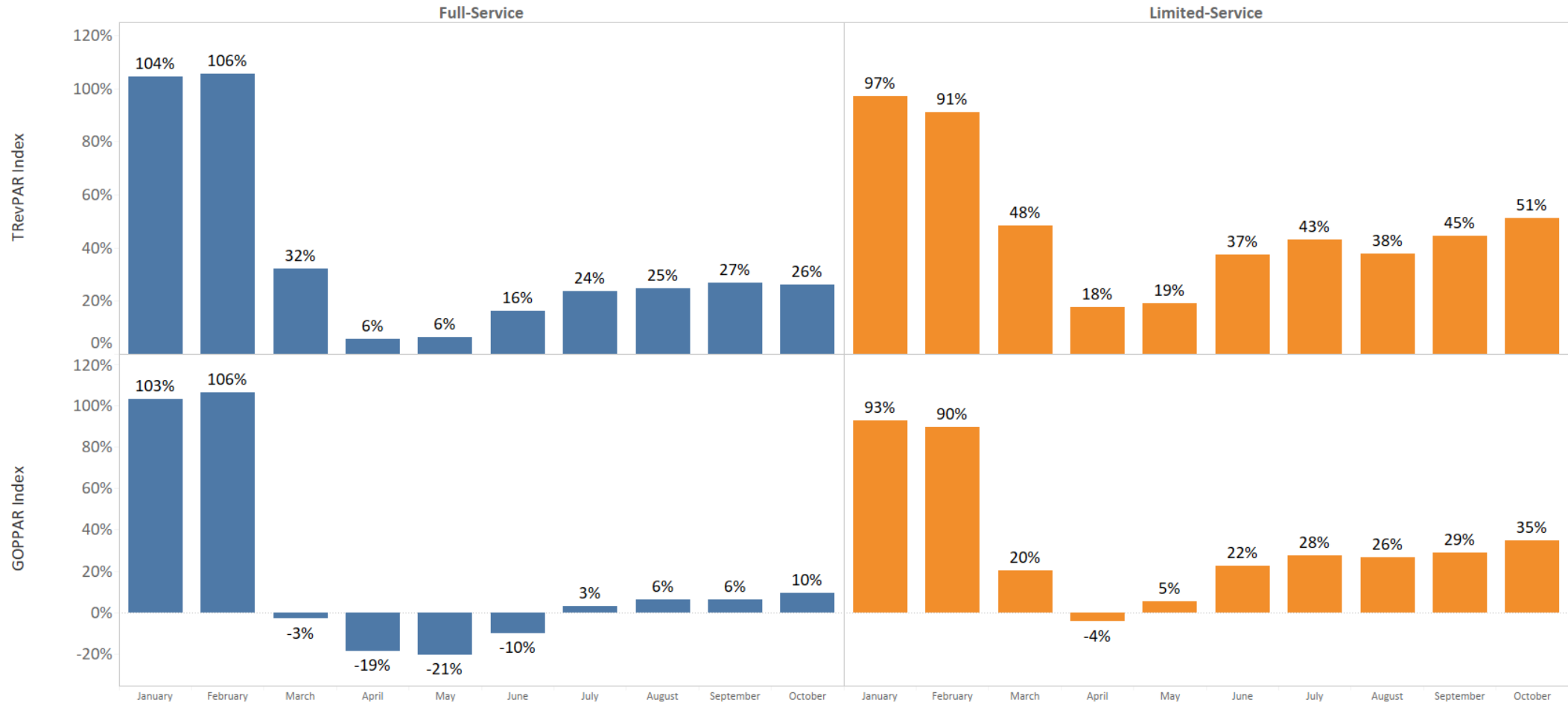
Limited-Service hotels continue to improve revenues and profits



TRevPAR & GOPPAR indexed to same months last year

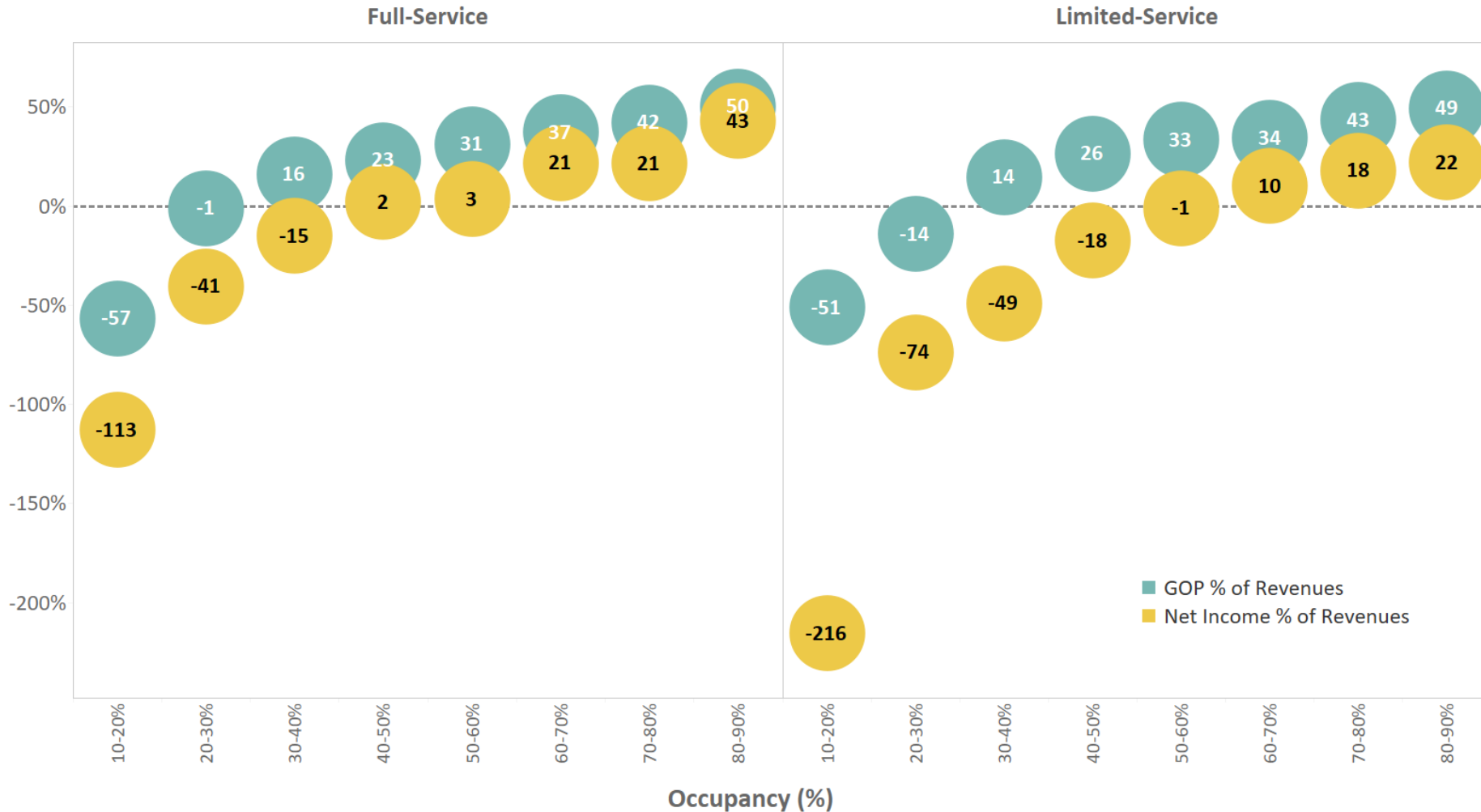
■ Full-Service

■ Limited-Service



Break-even occupancy for Full-Service hotels reduced

Profitability Breakeven by Occupancy – October 2020



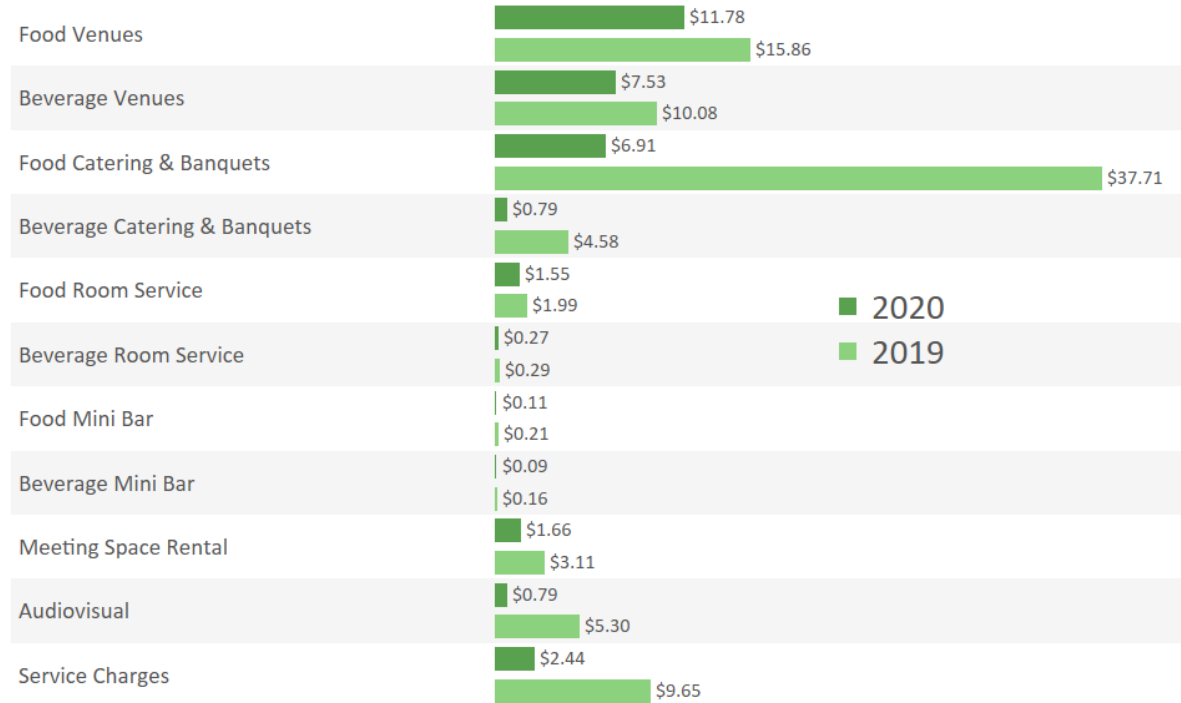
*Net Income includes fixed expense, reserve for replacement, and owners' expense

Catering & Banquet Revenues improved somewhat

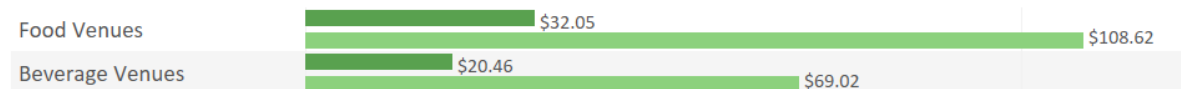
F&B Snapshot – October 2020 and October 2019



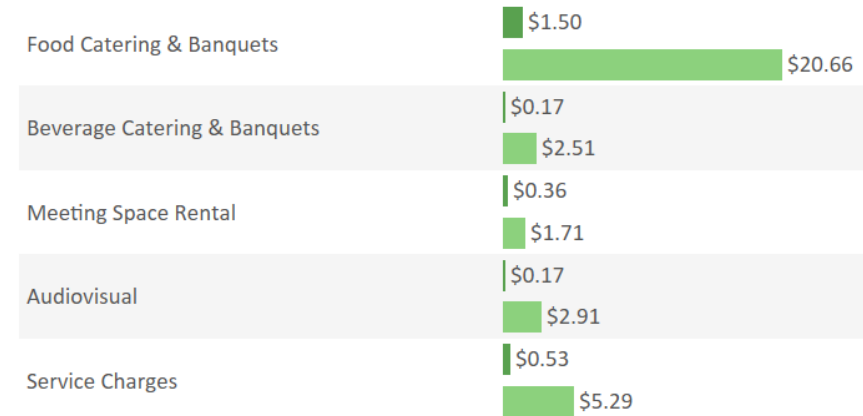
F&B Revenues
Per Occupied Room Night (POR)



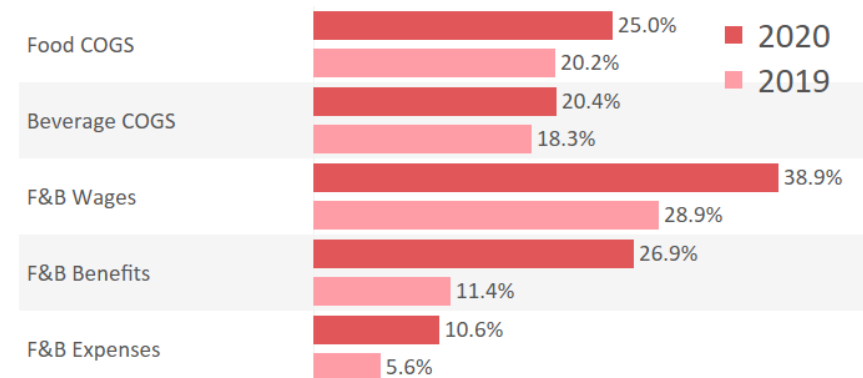
F&B Venue Revenues
Per Available Seat (PAS)



Catering & Banquet Revenues
Per Meeting Space Square Foot (PSF)

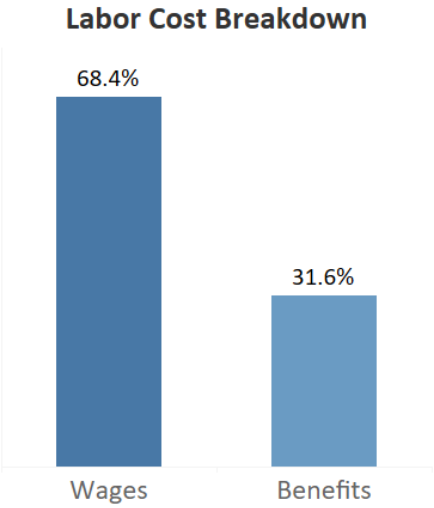
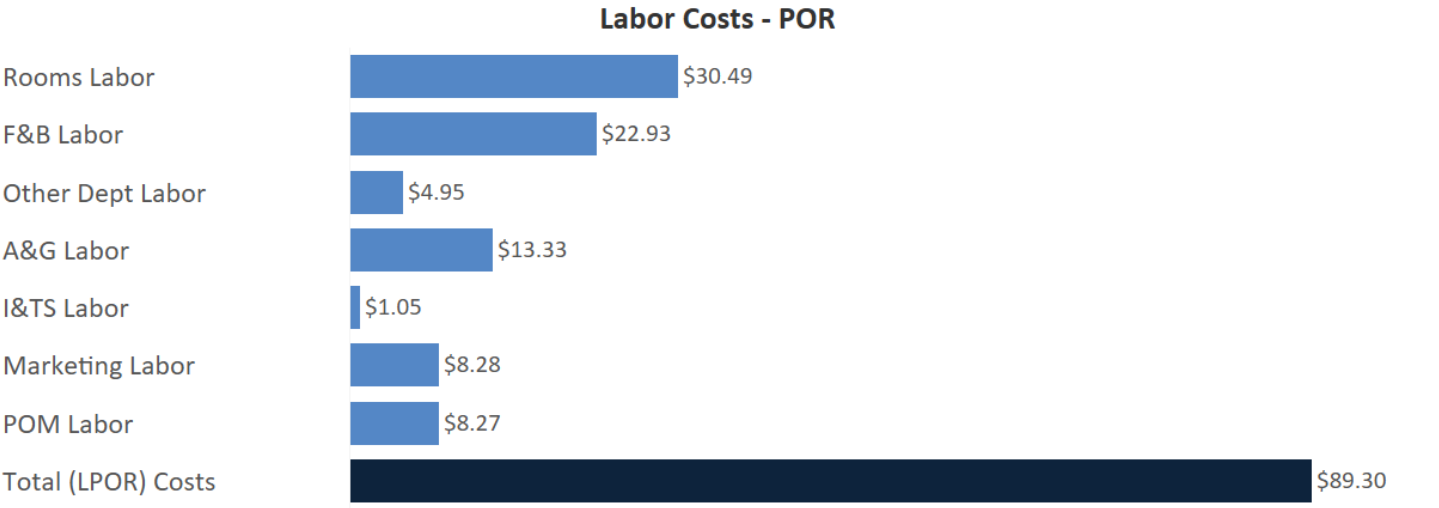
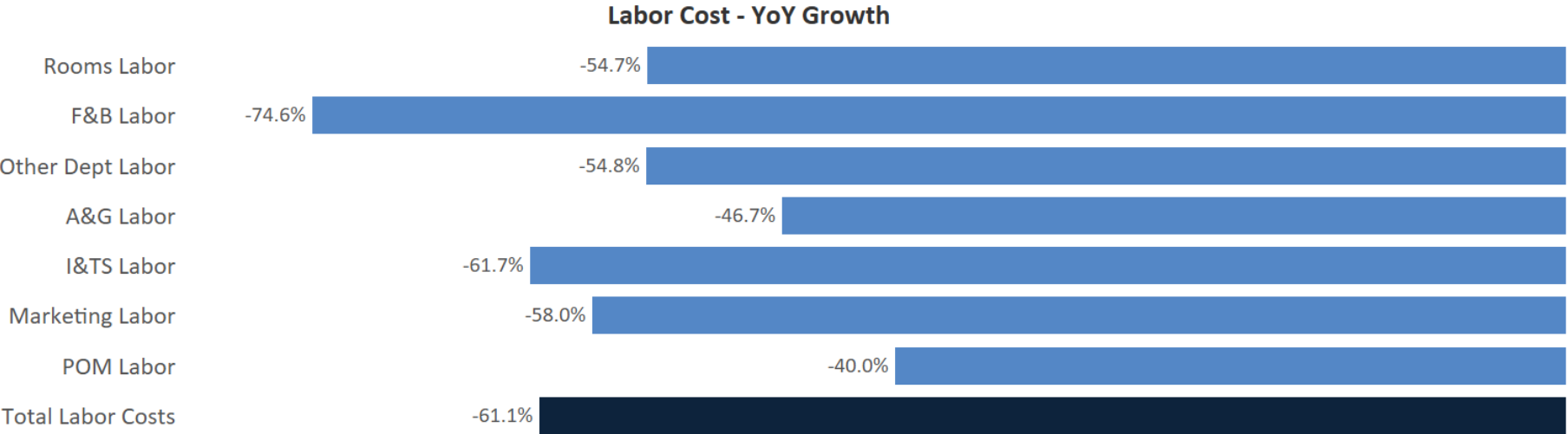


F&B Expenses
Percent of Revenues



Total Labor Costs account for 44% of Total Revenues

U.S. Labor Snapshot –October 2020 vs October 2019





U.S. Monthly P&L Review

An in-depth, monthly look at
profitability metrics across the
country's key markets and segments.

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