



Monthly P&L Results April 2020

U.S. Monthly P&L KPIs

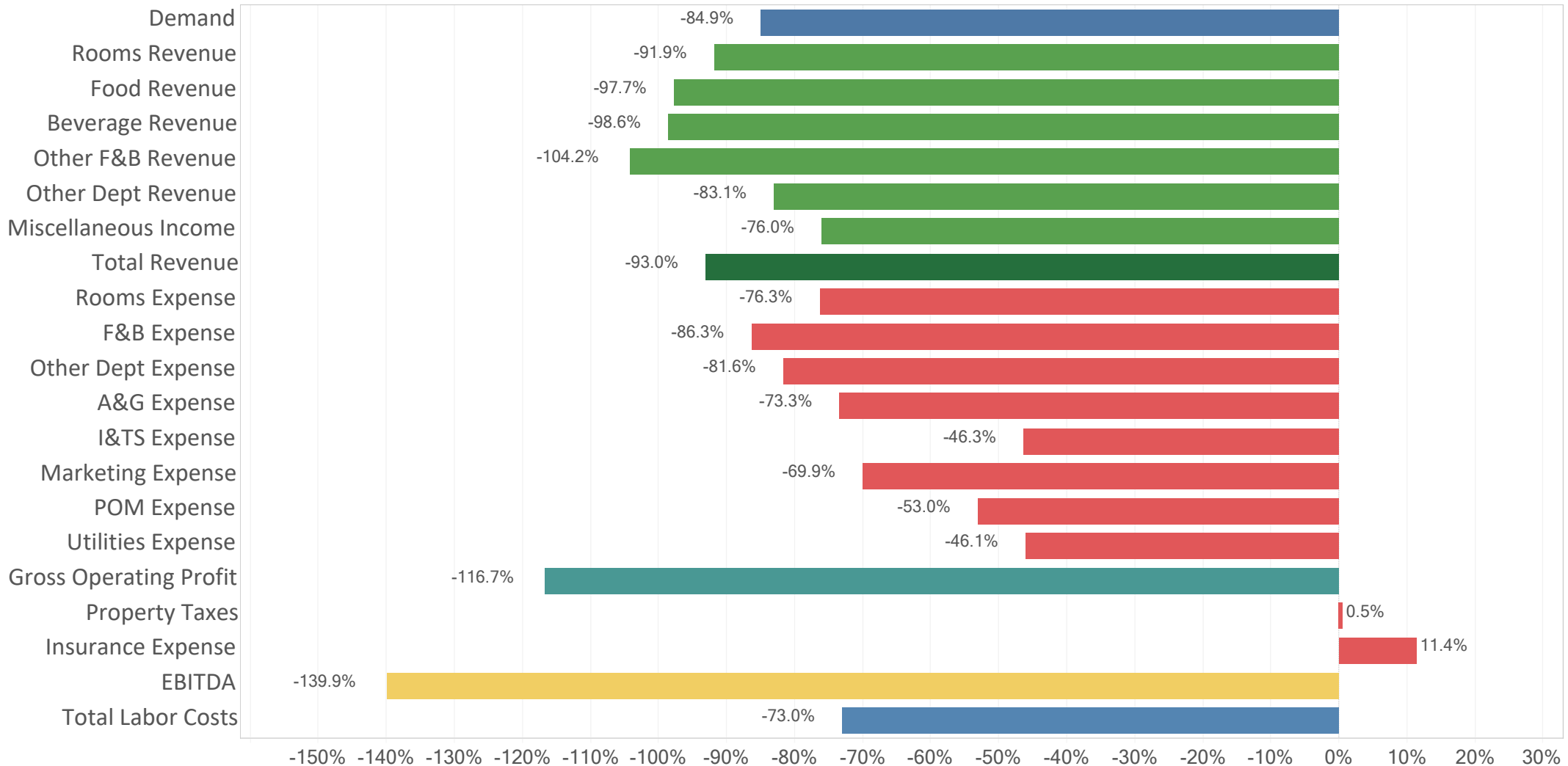
Monthly P&L Program – April 2020 and April 2019



TRevPAR		GOPPAR		EBITDA - PAR		LPAR - Labor Costs	
2019	\$246.57	2019	\$106.53	2019	\$80.32	2019	\$76.51
2020	\$17.39 -92.9%	2020	\$-17.98 -116.9%	2020	\$-32.30 -140.2%	2020	\$20.80 -72.8%
Total Revenues (Per Available Room Night)		Gross Operating Profit (Per Available Room Night)		Earnings Before Interest, Income Tax, Depreciation, and Amortization (Per Available Room Night)		Total Labor Costs (Per Available Room Night)	
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	

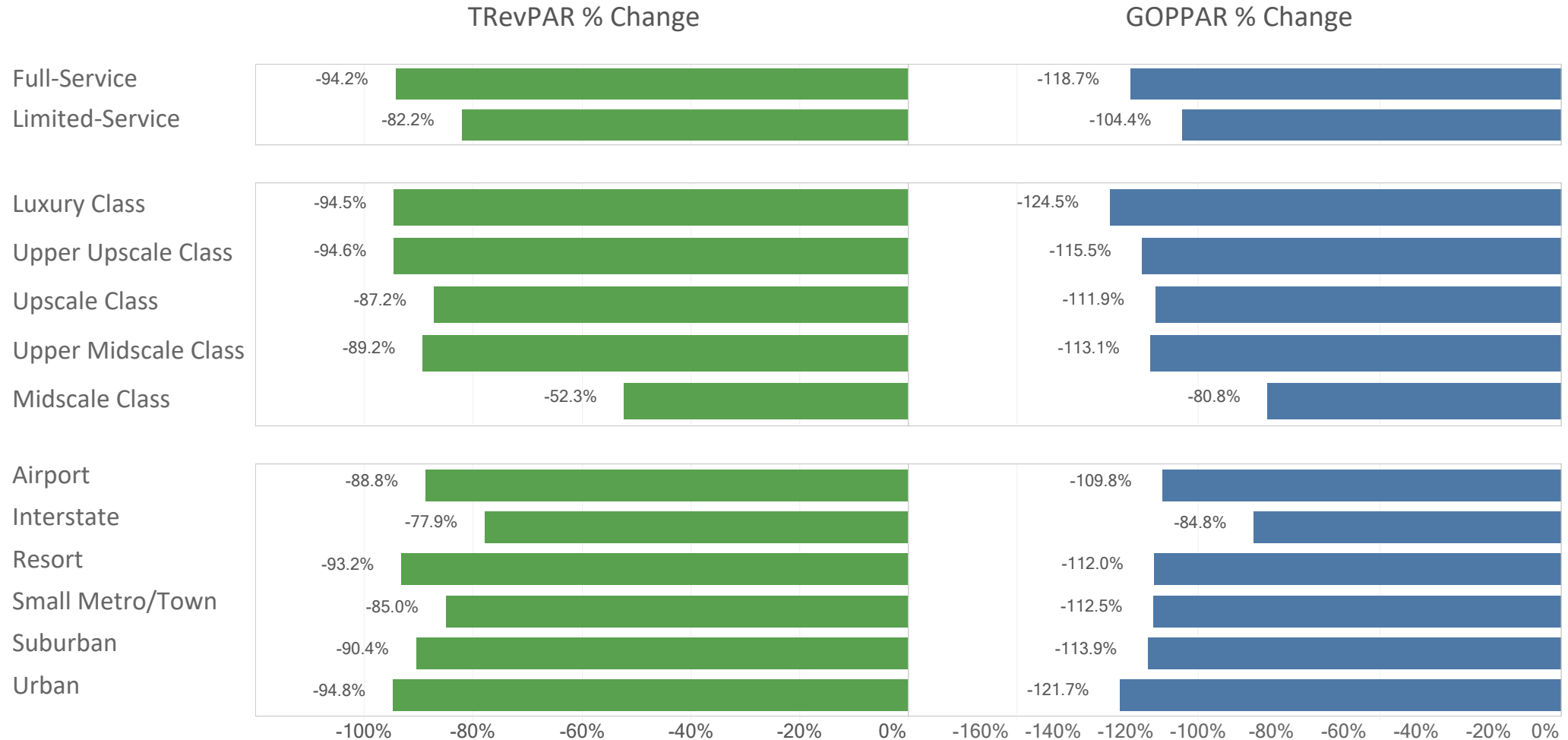
U.S. Revenue & Expense % Change

Monthly P&L Program – April 2020 vs April 2019



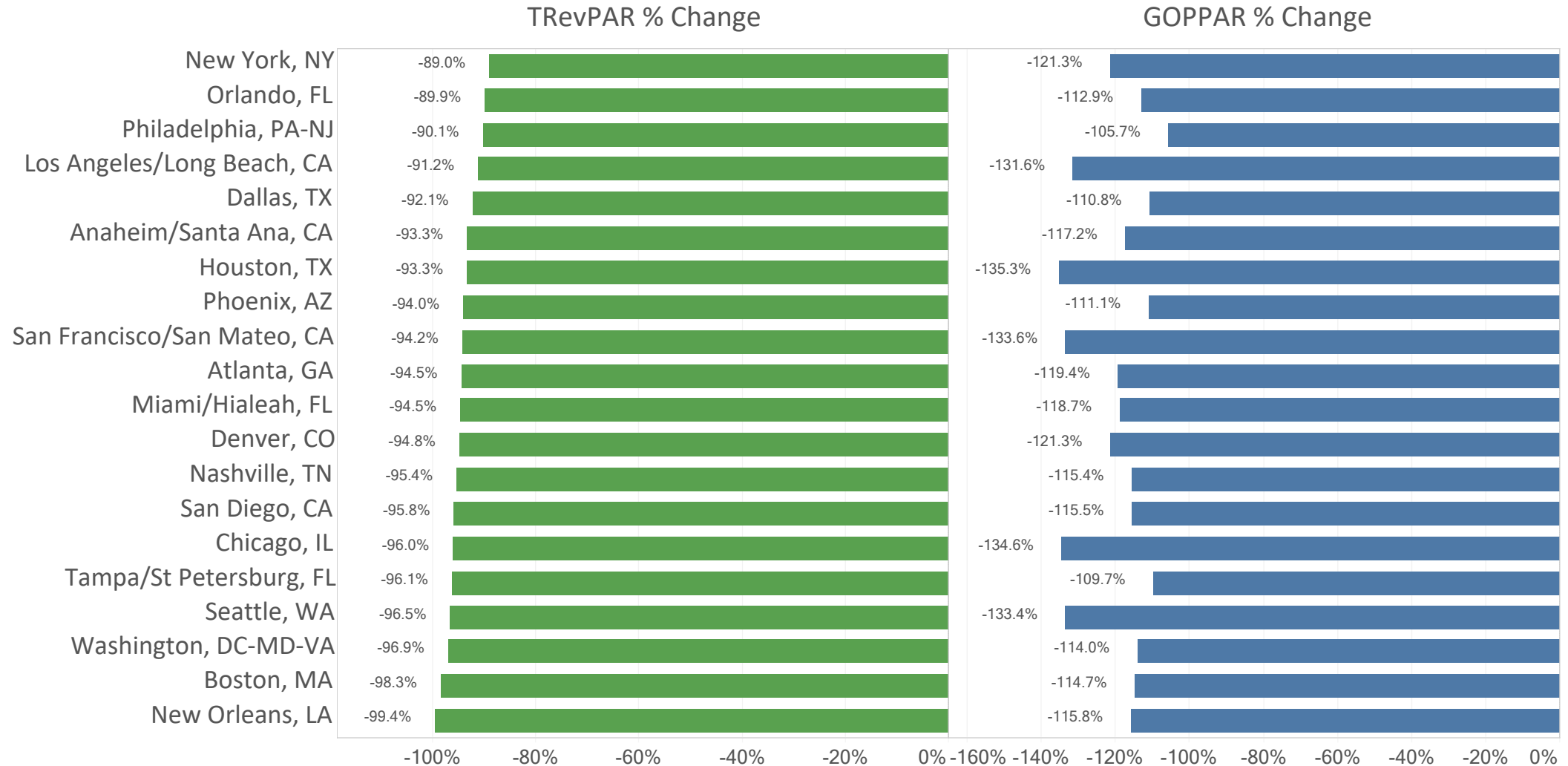
U.S. Industry Segments – TRevPAR & GOPPAR % Change

Monthly P&L Program – April 2020 vs April 2019



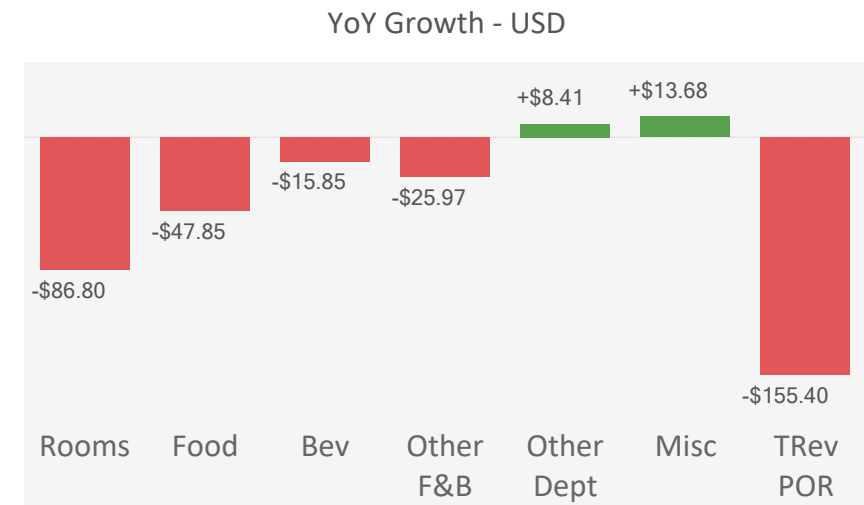
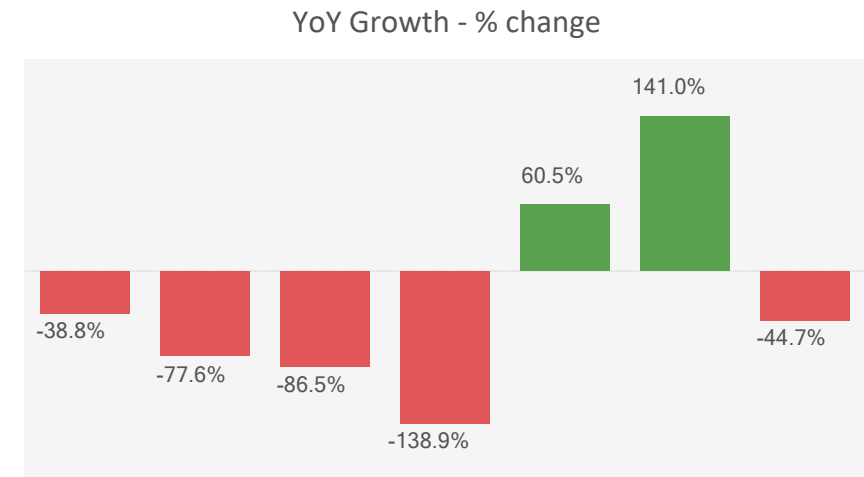
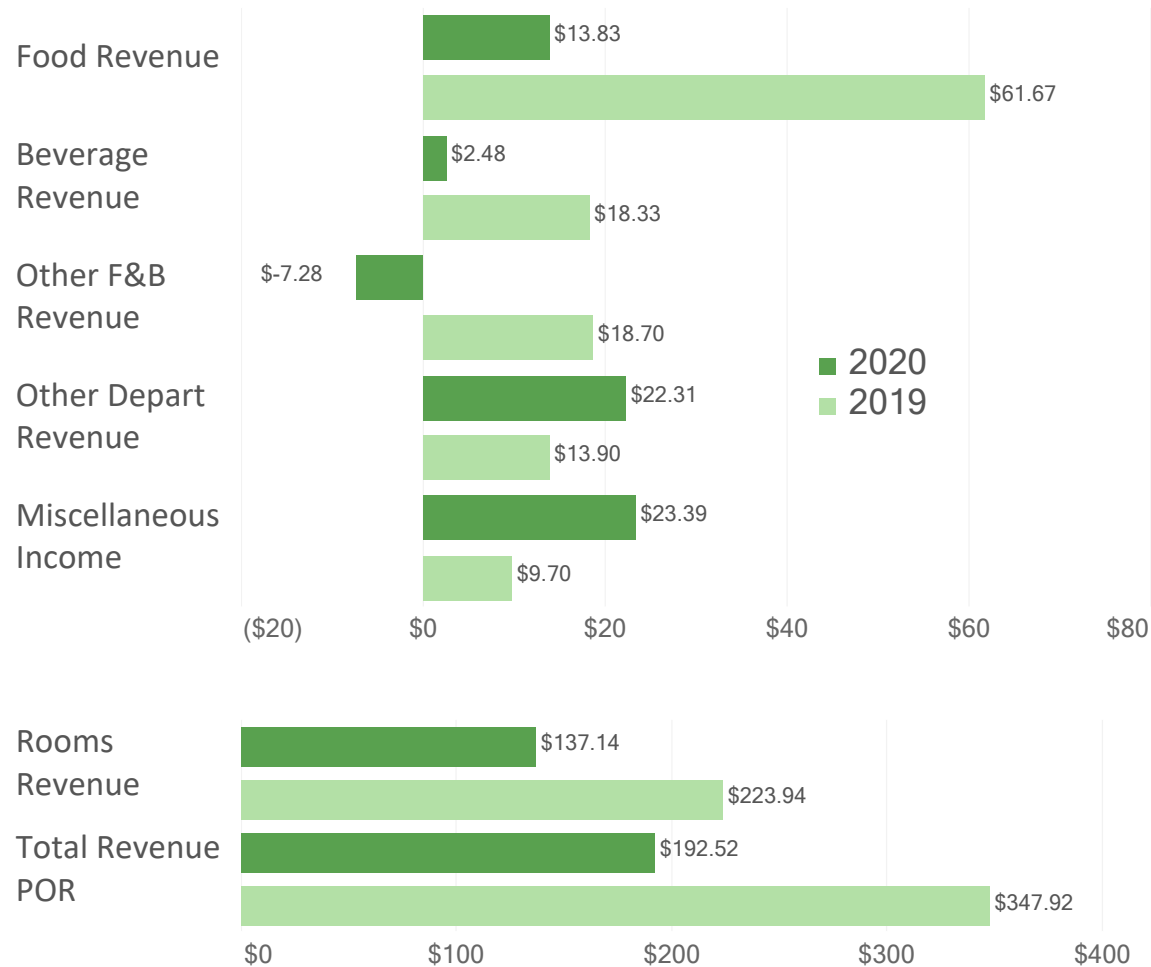
Select U.S. Markets – TRevPAR & GOPPAR % Change

Monthly P&L Program – April 2020 vs April 2019



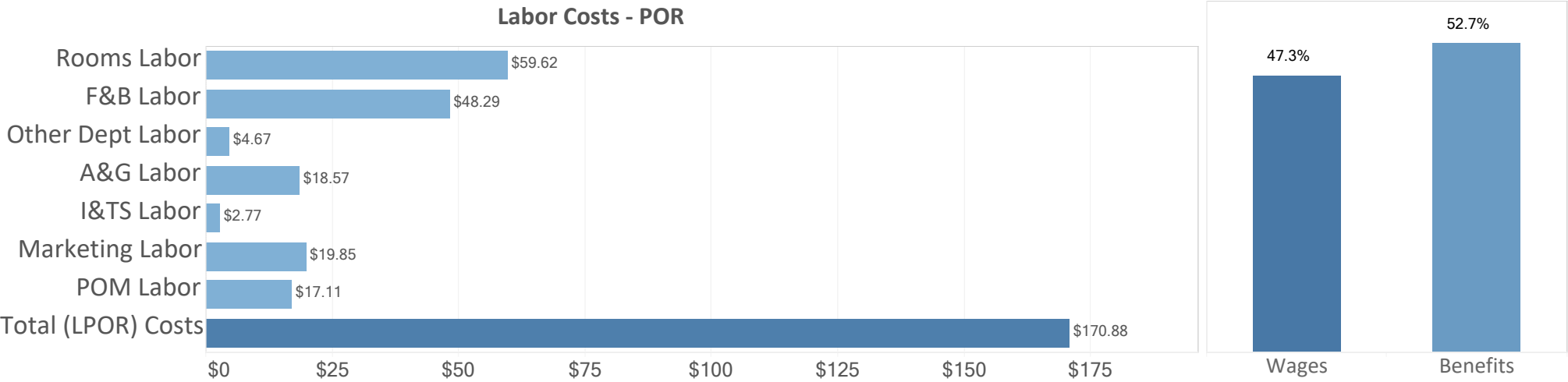
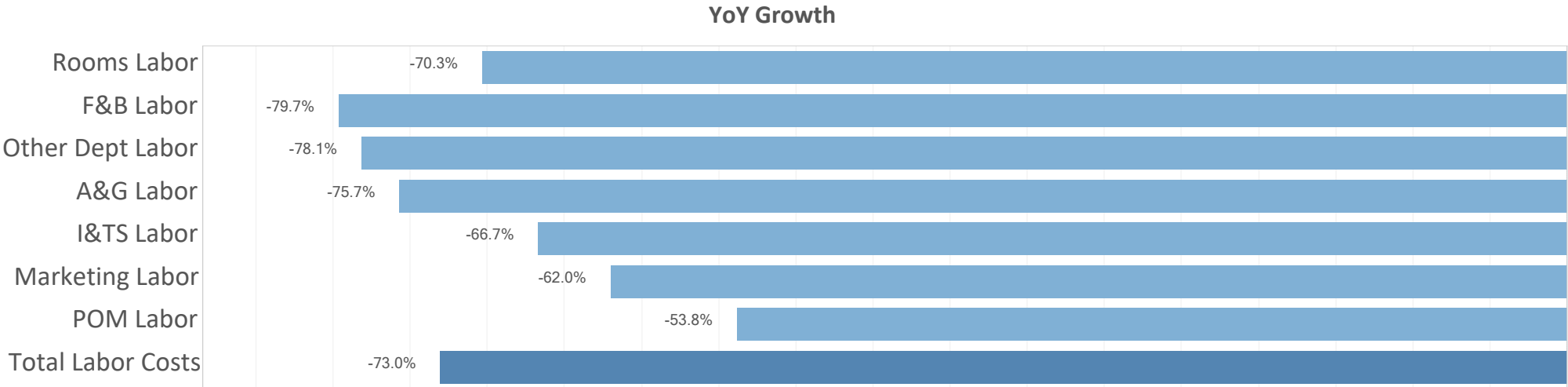
U.S. Revenue Snapshot – Full-Service Revenues POR

Monthly P&L Program – April 2020 and April 2019



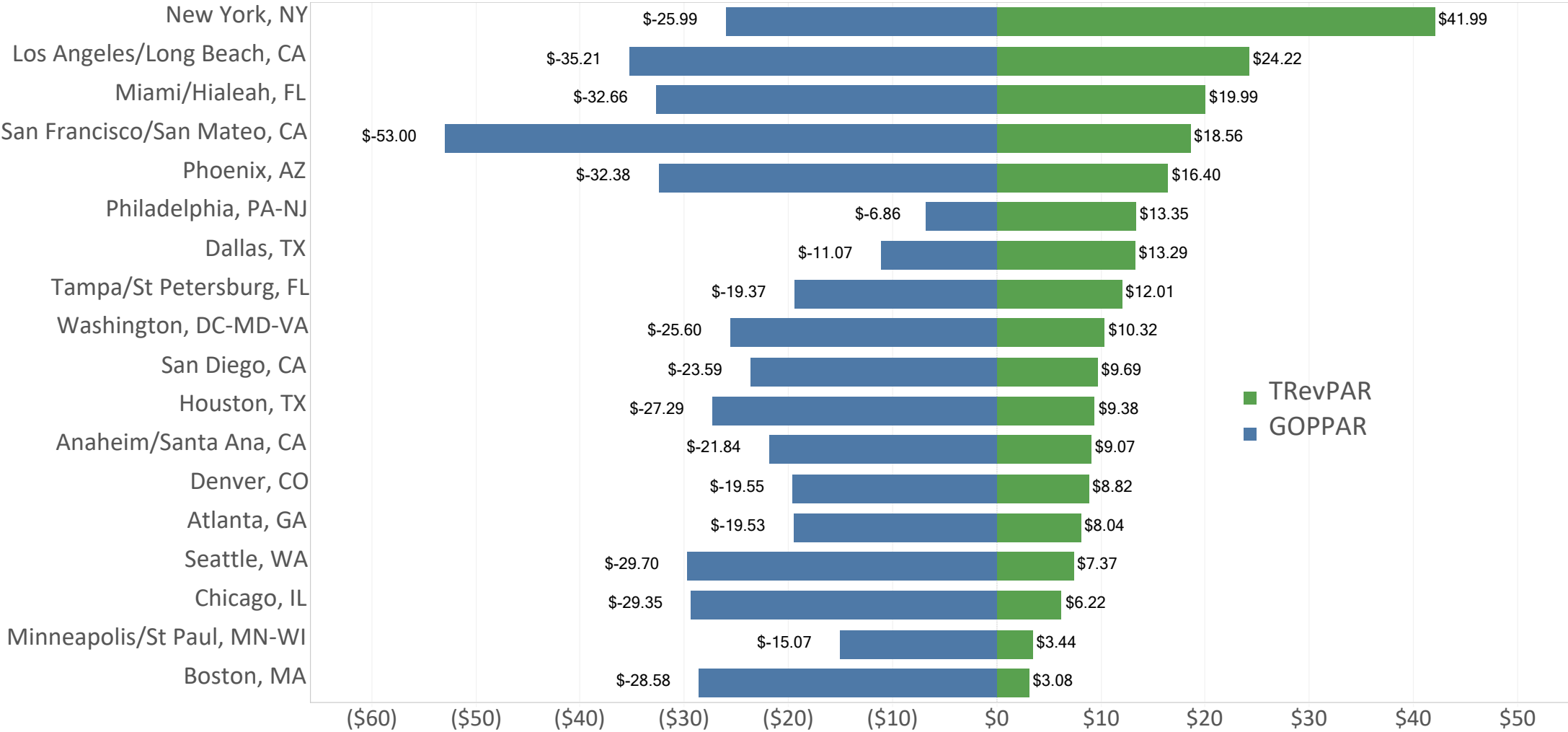
U.S. Labor Snapshot – Wages Less Than Benefit Costs

Monthly P&L Program – April 2020 vs April 2019



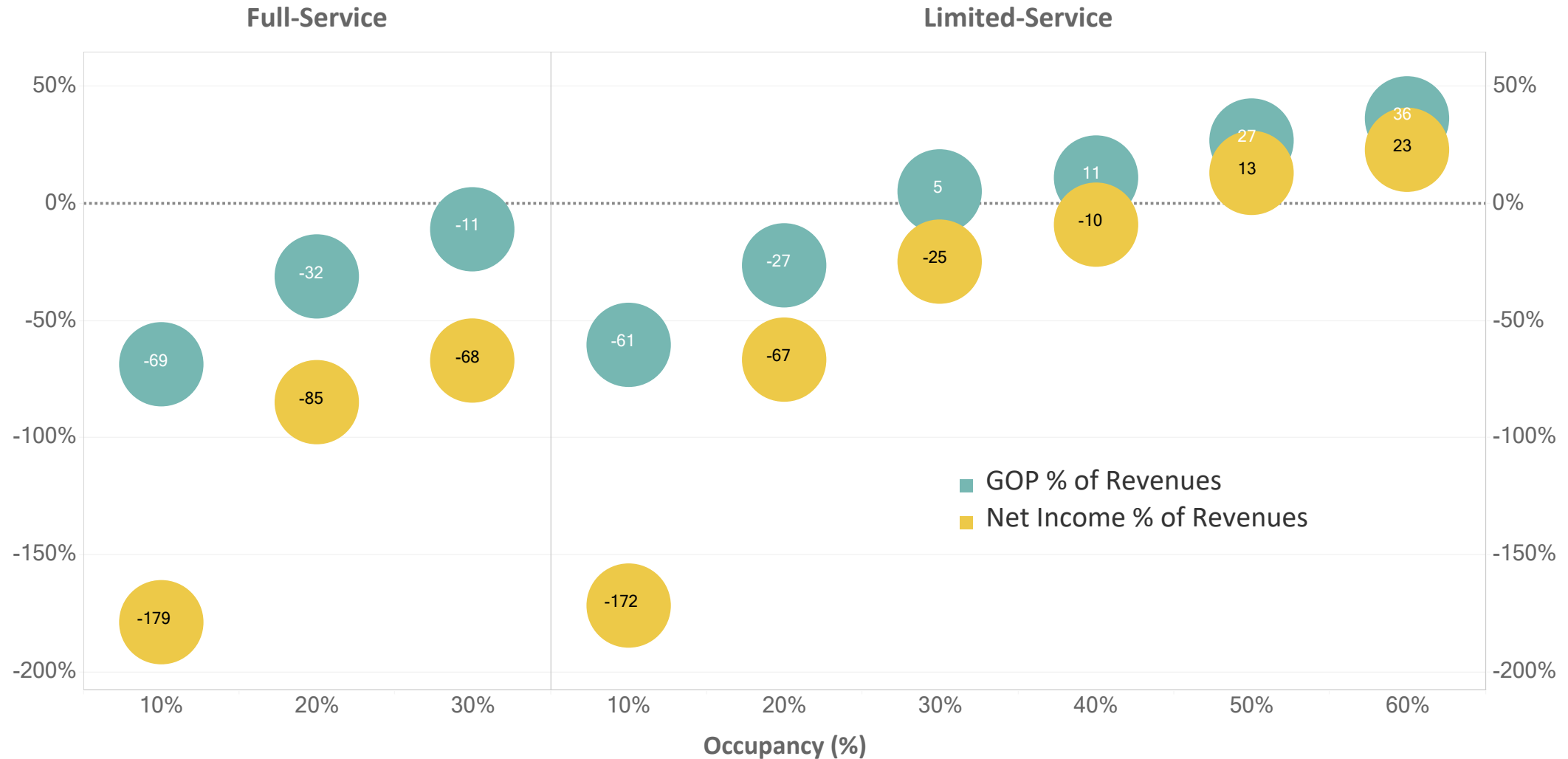
Select U.S. Markets – Full-Service TRevPAR & GOPPAR

Monthly P&L Program – April 2020



U.S. Profitability by Occupancy – GOP & Net Income % of Revenues

Monthly P&L Program – April 2020



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