Agenda

- ## Total US Review

- ## Market Review

  - ### Miami / Hialeah, FL

  - ### Orlando, FL

- ## Pipeline

- ## Forecast

- ## STR's Latest and Greatest

- ## Q&A

Total U.S. Review

Despite Leisure Demand Half The Rooms Were Empty

Total U.S., September 2020

str

		% Change
Room Supply		-2.5%
Room Demand		-30.0%
Occupancy	48.3%	-28.2%
ADR	$99	-24.9%
RevPAR	$48	-46.1%
Room Revenue		-47.4%

YTD Slightly More than Half Empty Rooms

Total U.S., YTD September 2020

str

		% Change
Room Supply		-4.0%
Room Demand		-36.3%
Occupancy	44.8%	-33.6%
ADR	$106.22	-19.5%
RevPAR	$48	-46.6%
Room Revenue		-48.7%

Demand Drop Off Almost Vertical

Total U.S., 12 MMA 1/1990 – 09/2020

str

Rooms Supply R12 PC   Rooms Demand R12 PC
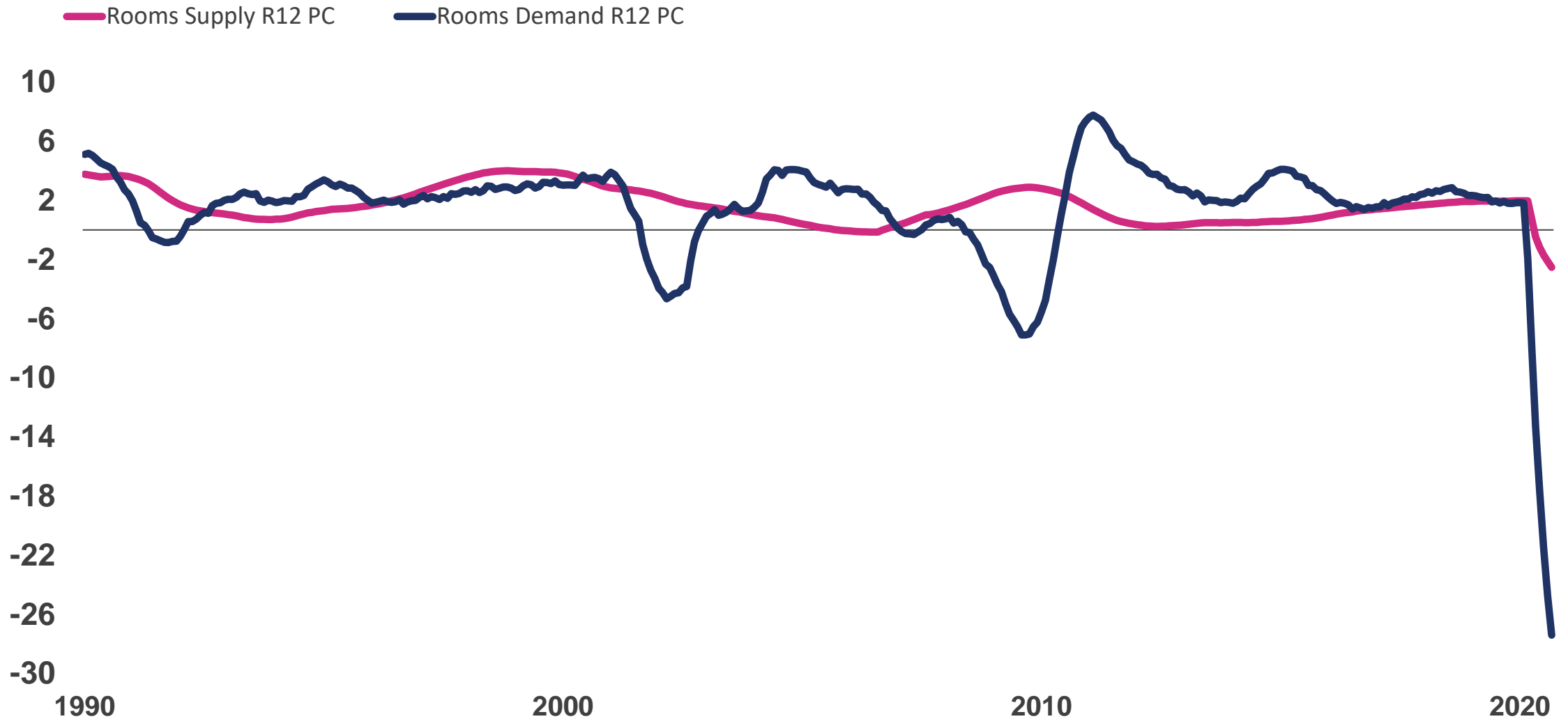
"The Cliffs Of Insanity"

Total U.S. RevPAR % Change, by month, 1/1990 – 09/2020

-8.0

-23.2

-20.4

-46.1

-80.0

20

0

-20

-40

-60

-80

-100

1990   2000   2010   2020

Source: STR. 2020 © CoStar Realty Information, Inc.
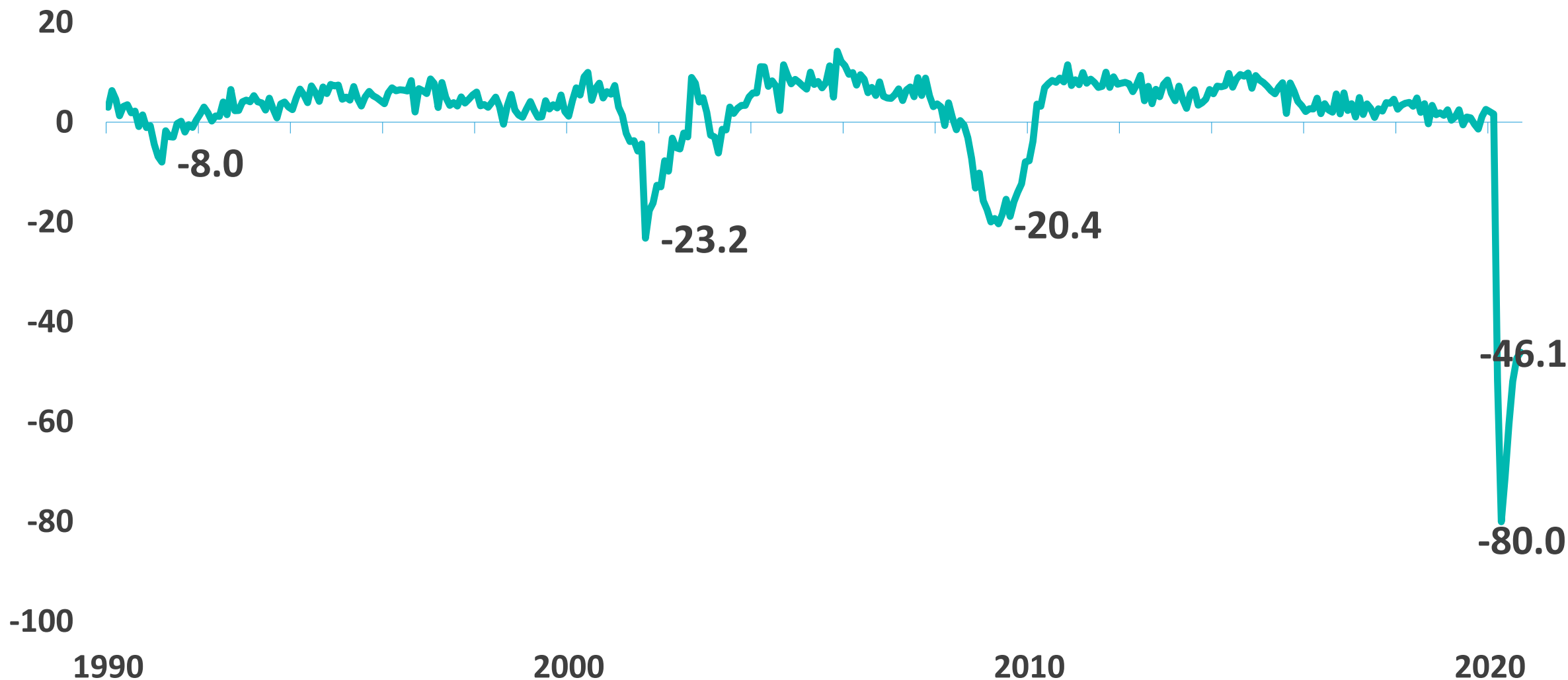
Top 25 Market Performance – A look at the worst month in STR history
Top 25 Market KPIs, April 2020
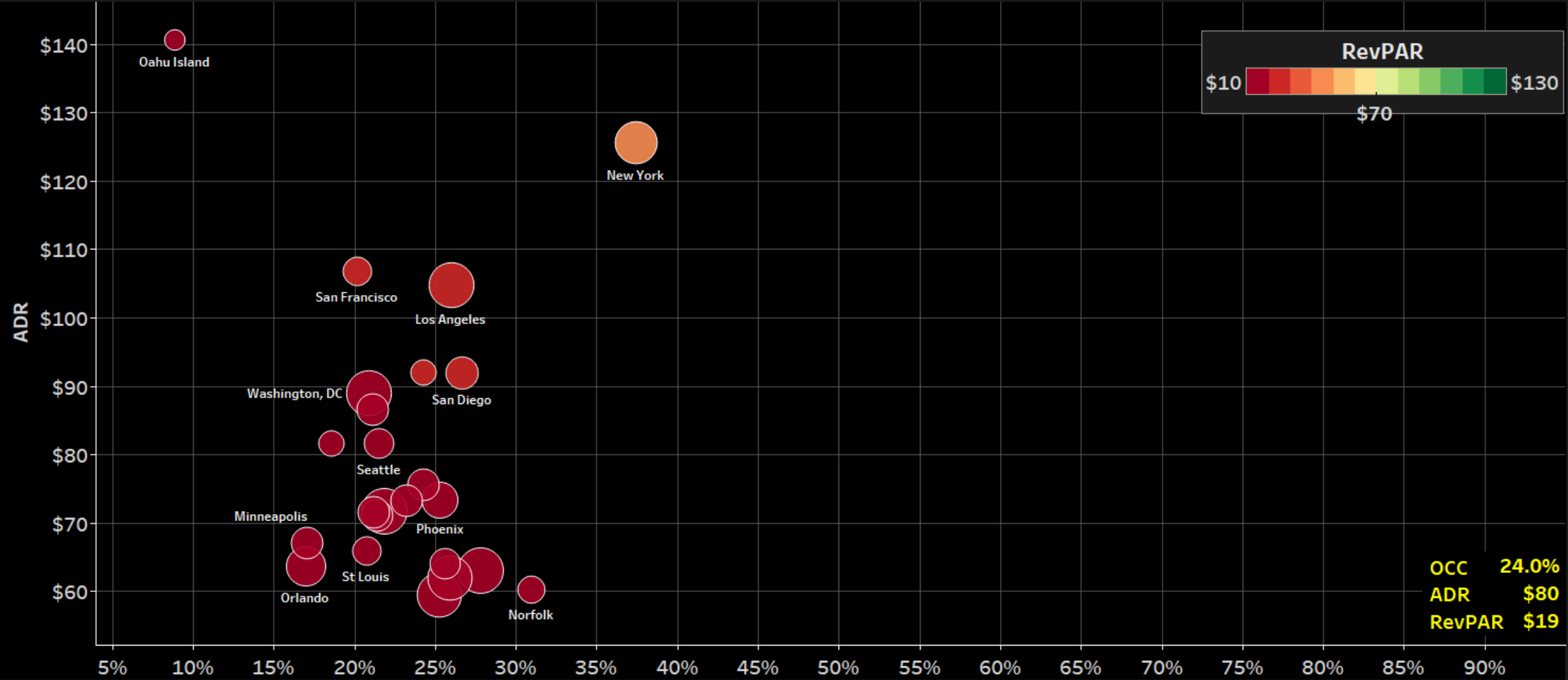
str

RevPAR

$10 ▬▬▬▬▬▬▬▬ $130

$70

Oahu Island

New York

San Francisco

Los Angeles

San Diego

Washington, DC

Seattle

Minneapolis

Phoenix

St Louis

Orlando

Norfolk

ADR

$140
$130
$120
$110
$100
$90
$80
$70
$60

5% 10% 15% 20% 25% 30% 35% 40% 45% 50% 55% 60% 65% 70% 75% 80% 85% 90%

OCC   24.0%
ADR $80
RevPAR $19

Selectable Market(s) & Monthly Performance:
Mkts. Sized by Supply / Averages in Bright Yellow

Select Month
April

Select Markets
Multiple values

Source: STR. 2020 © CoStar Realty Information, Inc.

Top 25 Market Performance – Slowly getting "less bad"
Top 25 Market KPIs, September 2020
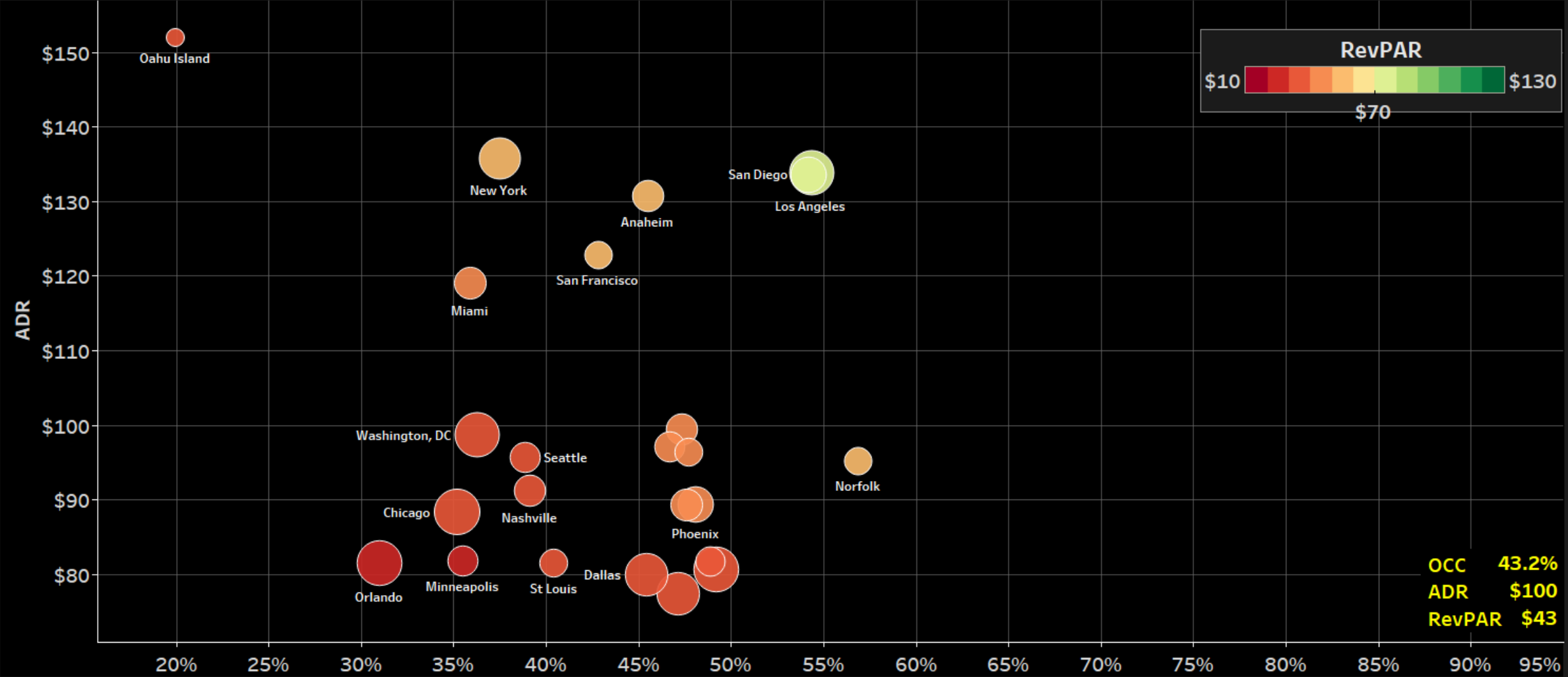
Selectable Market(s) & Monthly Performance:
Mkts. Sized by Supply / Averages in Bright Yellow

Select Month
September

Select Markets
Multiple values

Source: STR. 2020 © CoStar Realty Information, Inc.

ADR Growth: Wake me up when 2020 ends?

Total U.S 1/2020 – 09/2020

Month	Value
Jan	1.4
Feb	1.5
Mar	-16.2
Apr	-44.5
May	-40.0
Jun	-31.5
Jul	-24.7
Aug	-22.8
Sept	-24.9

Source: STR. 2020 © CoStar Realty Information, Inc.
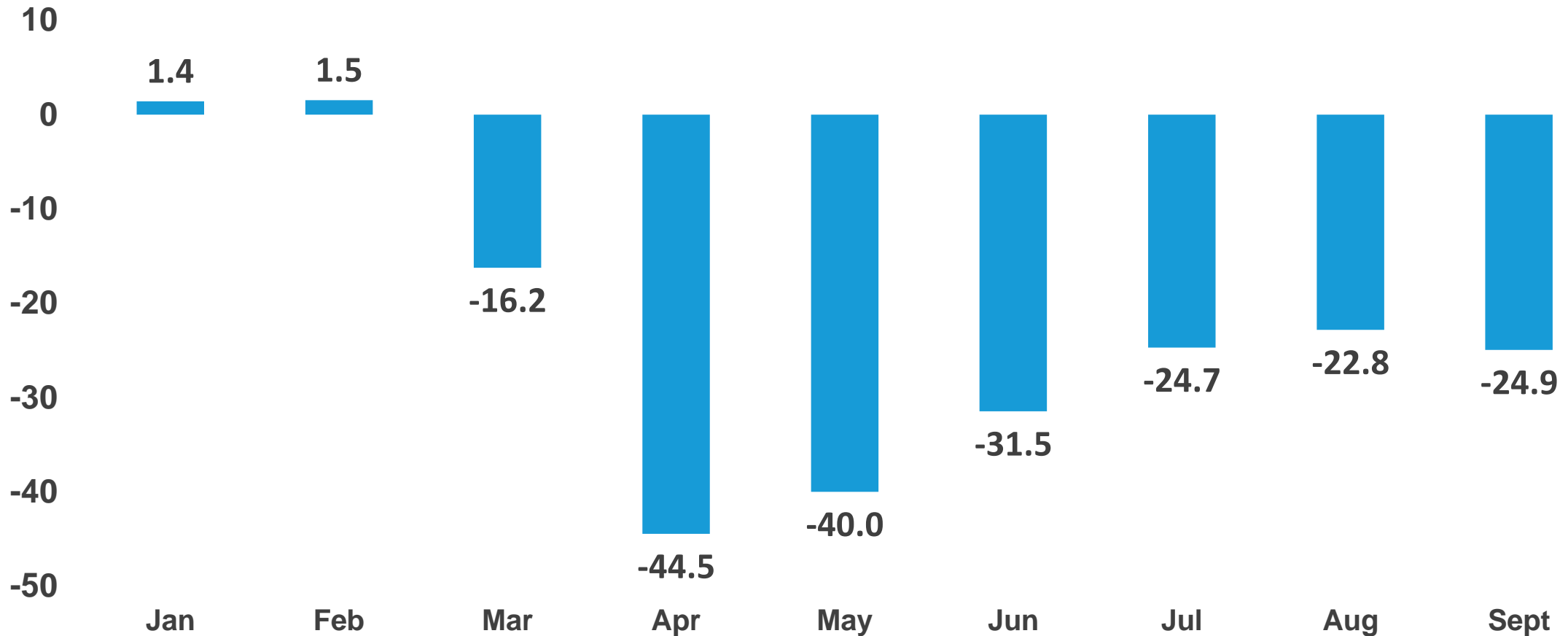
RevPAR Growth: Step By Step...

Total U.S 1/2018 – 09/2020

str

Bar chart showing RevPAR Growth by month:
- Jan: 2.1
- Feb: 1.6
- Mar: -51.7
- Apr: -80.0
- May: -71.0
- Jun: -60.5
- Jul: -51.9
- Aug: -47.3
- Sept: -46.1

Y-axis scale from 10 to -90.
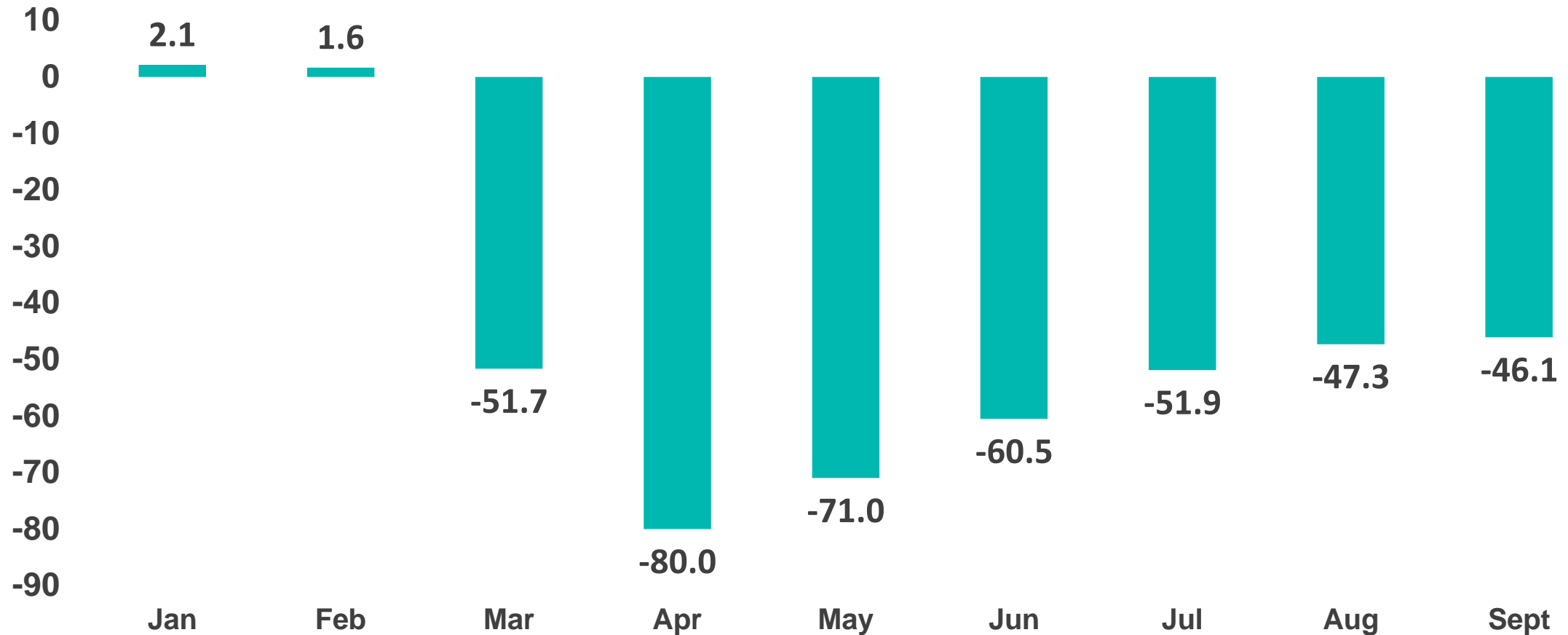
Occ Sits Stubbornly At / Below 50%

Total U.S. Occupancy %, Week ending October 17

str

50.1%

U.S. Occupancy Weekend 10/16 – 10/17 60.1%

Without Easy Comp Back to What Counts As "Normal" These Days

Total U.S. RevPAR % Change, Week ending October 17

-50.3%

Weekly RevPAR % Change and New COVID19 Cases
Total U.S., by Week through Oct 17

% Change

Weekly New Cases

■ RevPAR PC ▬ New COVID19 cases

500,000

0

400,000

-20

300,000

-40

200,000

-50.3

-60

100,000

-80

-83.6

-100

0

15-Feb 7-Mar 28-Mar 18-Apr 9-May 30-May 20-Jun 11-Jul 1-Aug 22-Aug 12-Sep 3-Oct

https://ourworldindata.org/coronavirus-source-data

Source: STR. 2020 © CoStar Realty Information, Inc.

str
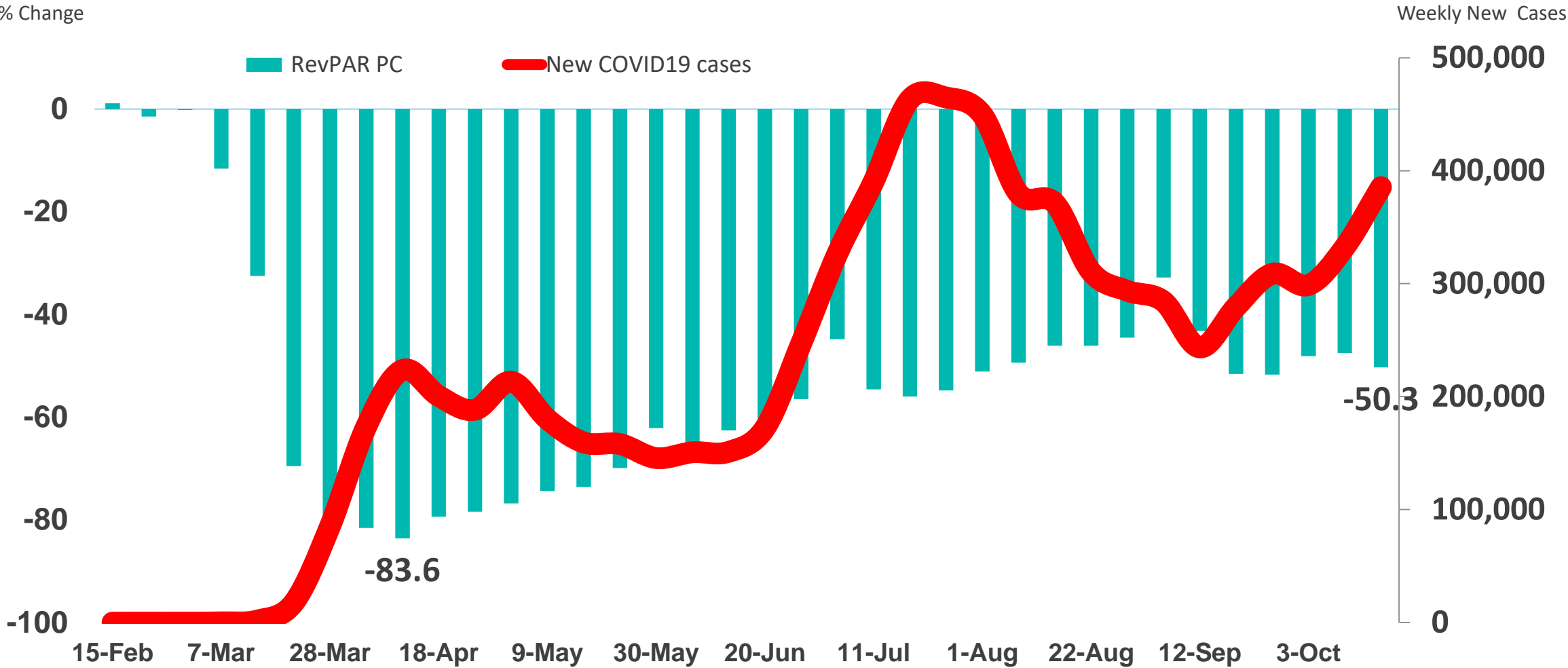
Week of October 17: Finally More Flyers
Total U.S., by Week

STR

■ Rooms Sold ■ TSA Checkpoint Count ■ Ratio

61%

33%

6.1

Millions

25 — 75%
20 —
15 — 50%
10 —
5 — 25%
0 — 0%

7-Mar 28-Mar 18-Apr 9-May 30-May 20-Jun 11-Jul 1-Aug 22-Aug 12-Sep 3-Oct

https://www.tsa.gov/coronavirus/passenger-throughput

Source: STR. 2020 © CoStar Realty Information, Inc.
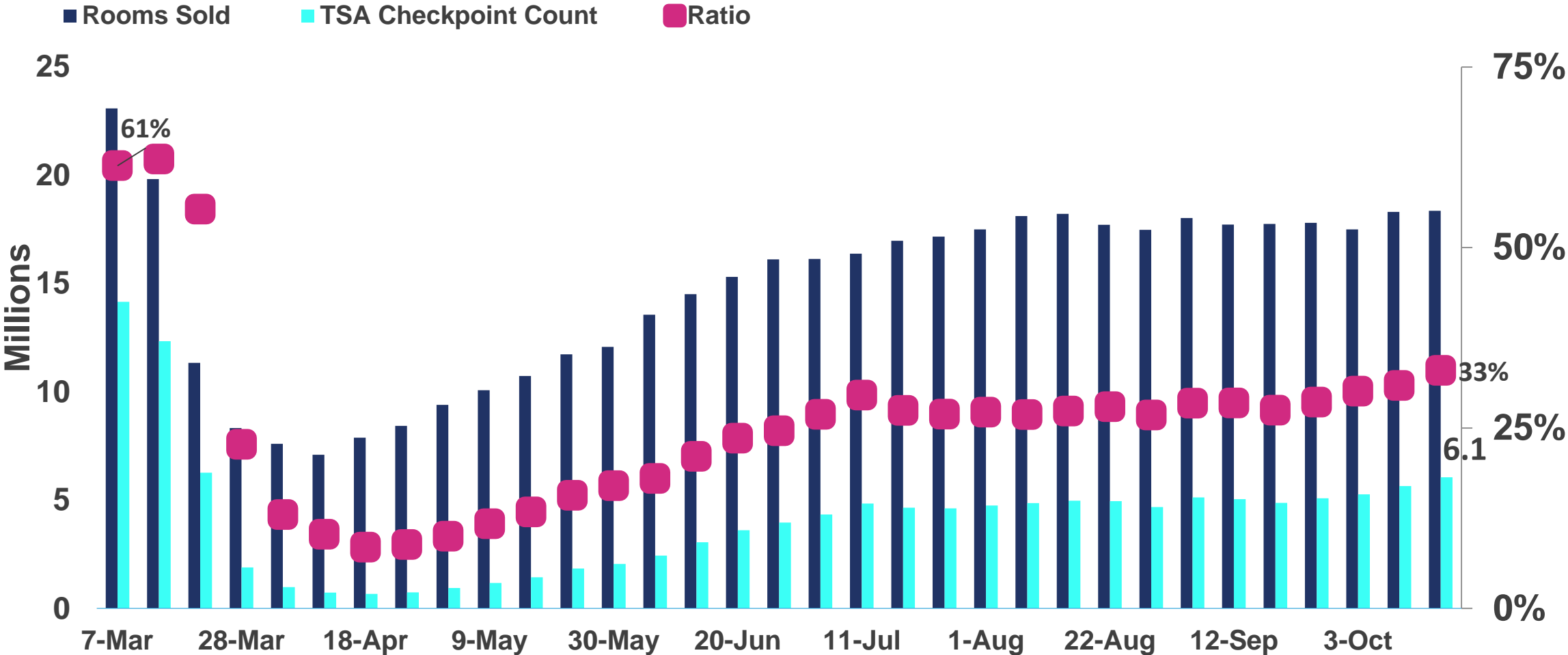
Segmentation: In Poker They'd Say: "Read'em and Weep"
Total U.S., Segmentation KPIs, % Change, week ending October 17

	Transient	Group
Occupancy	-38.6	-82.6
ADR	-27.4	-31.0
RevPAR	-55.4	-88.0

Occupancy: High WD/WE Markets
Week ending October 17

str

Market	WD Occ
Louisiana South*	76.8
Knoxville, TN	73.1
California North #	68.8
California South/Central #	67.8
Mobile, AL*	67.0

Market	WE Occ
Knoxville, TN	94.4
North Carolina West	89.7
Utah Area	83.5
Colorado Springs, CO	83.1
Chattanooga, TN-GA	81.5

* Hurricane Laura
\# Wildfire Impact

Occupancy: High WD/WE Submarkets
Week ending October 17

str

Submarket	WD Occ
Beaumont, TX	90.7
Baton Rouge, LA	87.8
Gatlinburg/Pigeon Forge, TN	86.3
Medford/Grants Pass, OR	83.5
Lafayette, LA	83.2

Submarket	WE Occ
Gatlinburg/Pigeon Forge, TN	98.3
Flagstaff, AZ	97.1
Asheville, NC	96.4
Cedar City & St George, UT	96.3
North Carolina West/Cherokee Area	95.8

Class Performance: No Groups = Dismal UU Results
Total U.S., RevPAR % Change, week ending October 17

STR

Luxury Class: -60.2
Upper Upscale Class: -69.4
Upscale Class: -54.2
Upper Midscale Class: -40.5
Midscale Class: -29.2
Economy Class: -26.2
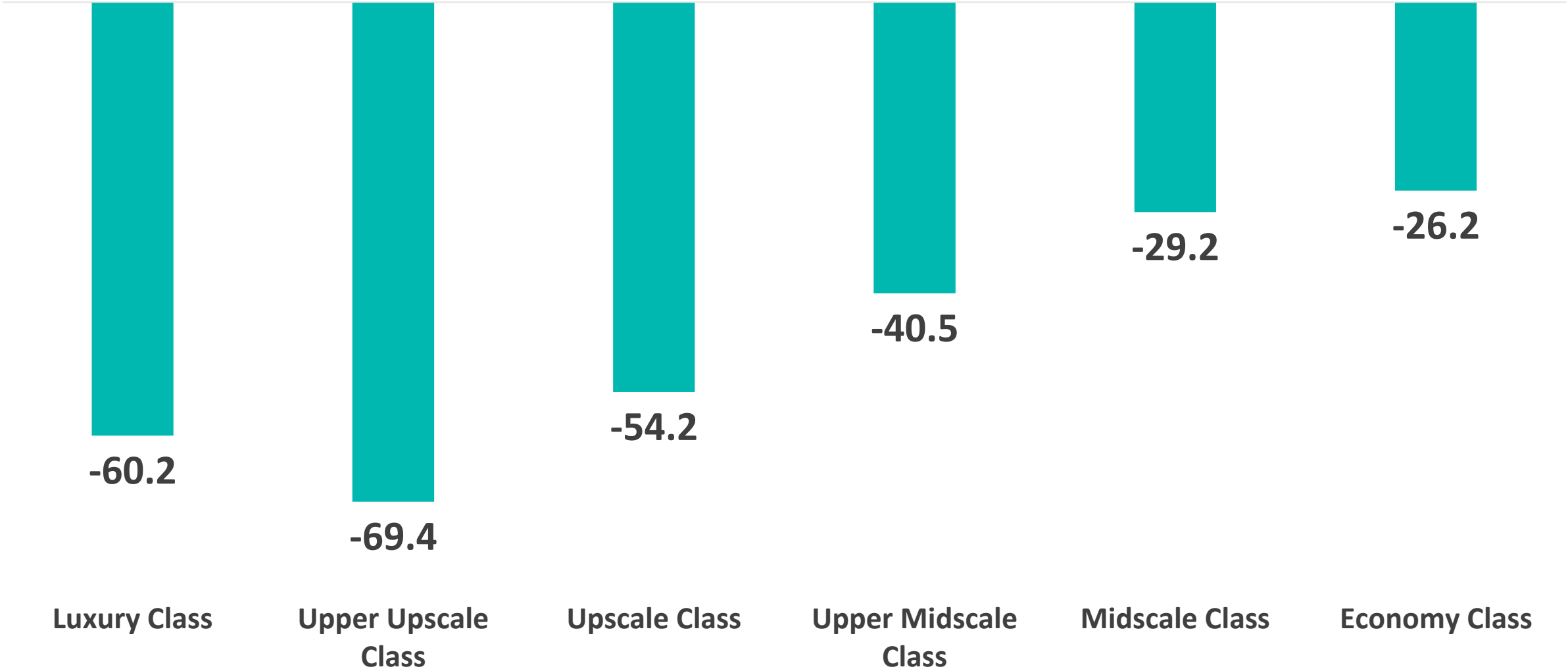
"All Other Markets" Occupancy Well Above Top 25 Markets'

Top 25 vs All Other Markets, Occupancy, week ending October 17 TY/LY

STR

■ Top 25 Markets

■ All Others

2020
44.4
52.6

2019
79.6
68.8
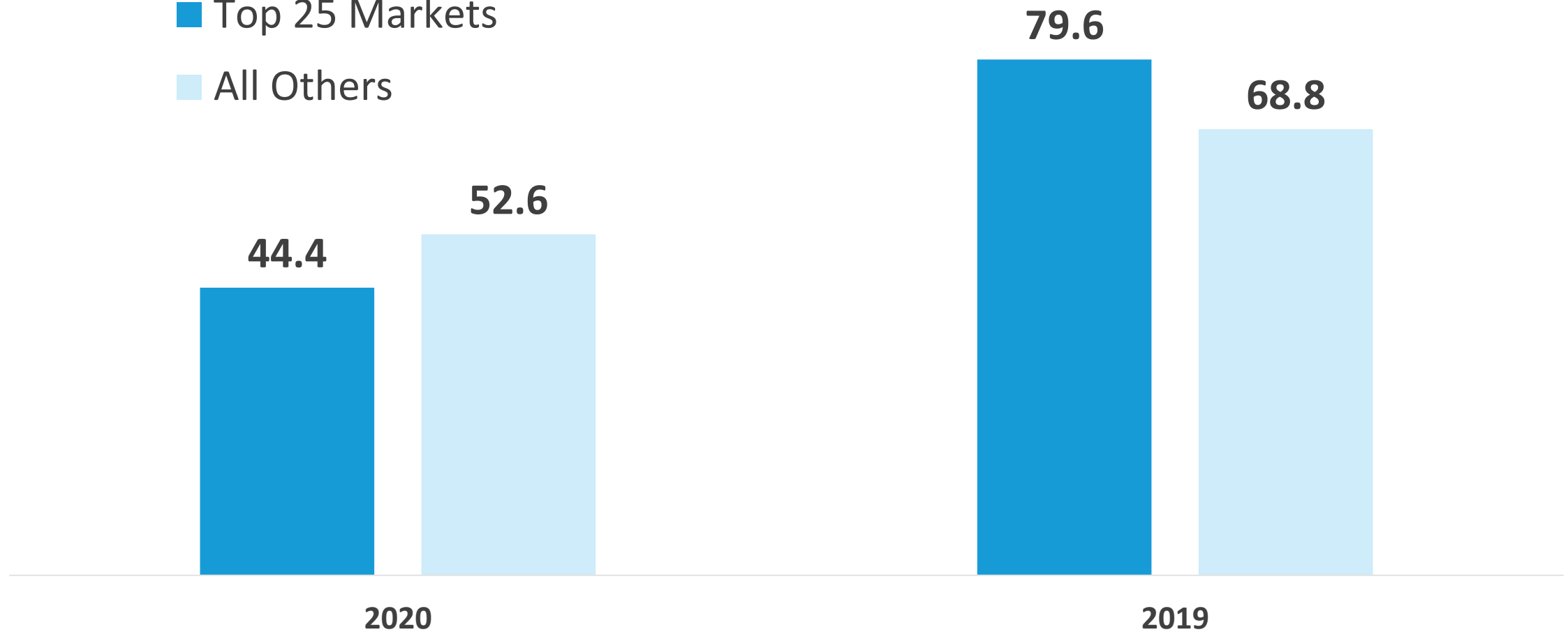
"All Other Markets" ADR Only 17% Below Last Year

Top 25 vs All Other Markets, ADR, week ending October 17 TY/LY

STR

- ■ Top 25 Markets
- ■ All Others

2020

$102

$96

2019

$174

$116
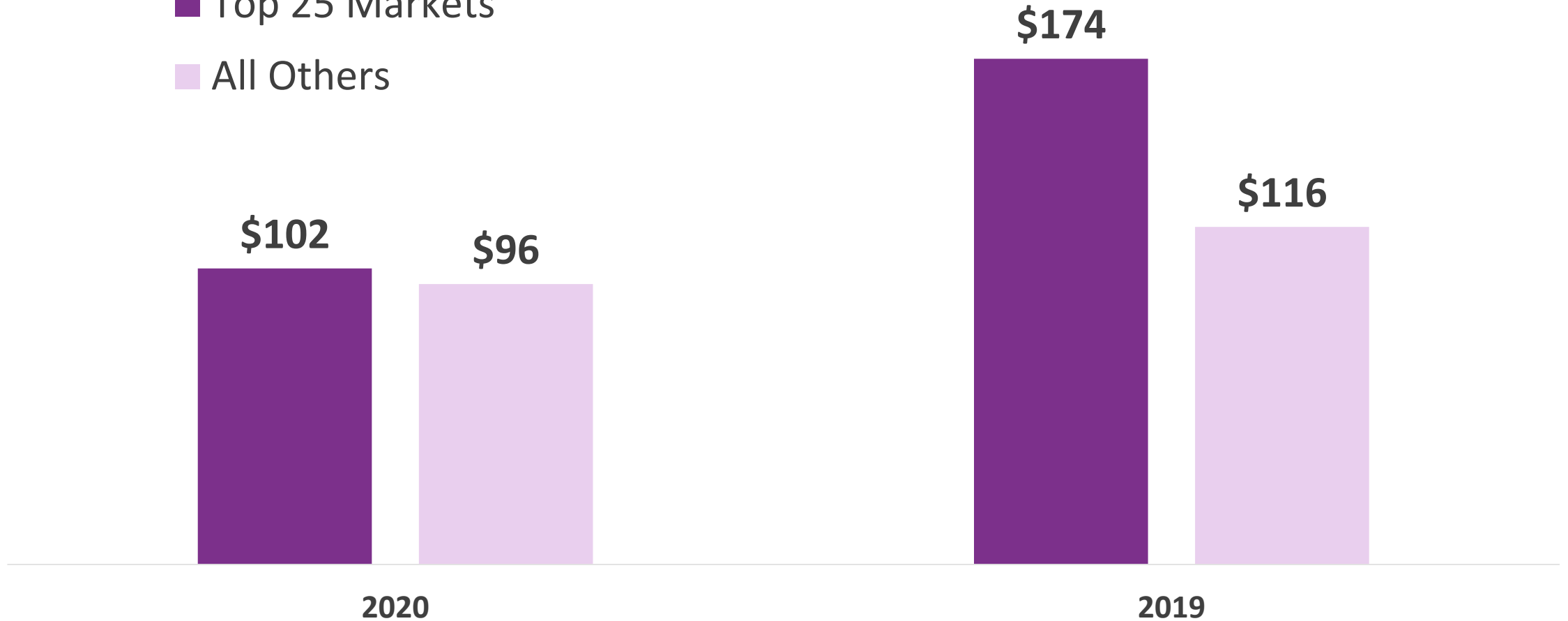
Top 25: 17 Markets Over 40% Occ

Occupancy %, Week ending October 17

STR

Market	Occupancy %
Oahu Island, HI	20.0
Orlando, FL	35.7
Minneapolis/St Paul, MN-WI	
Chicago, IL	
Washington, DC-MD-VA	
Seattle, WA	
Boston, MA	
New York, NY	
San Francisco/San Mateo, CA	
Miami/Hialeah, FL	42.3
St Louis, MO-IL	
Anaheim/Santa Ana, CA	
Dallas, TX	
Nashville, TN	
Denver, CO	
Houston, TX	
Philadelphia, PA-NJ	
Los Angeles/Long Beach, CA	
New Orleans, LA	
Detroit, MI	
Tampa/St Petersburg, FL	
Atlanta, GA	
Phoenix, AZ	
San Diego, CA	
Norfolk/Virginia Beach, VA	53.7
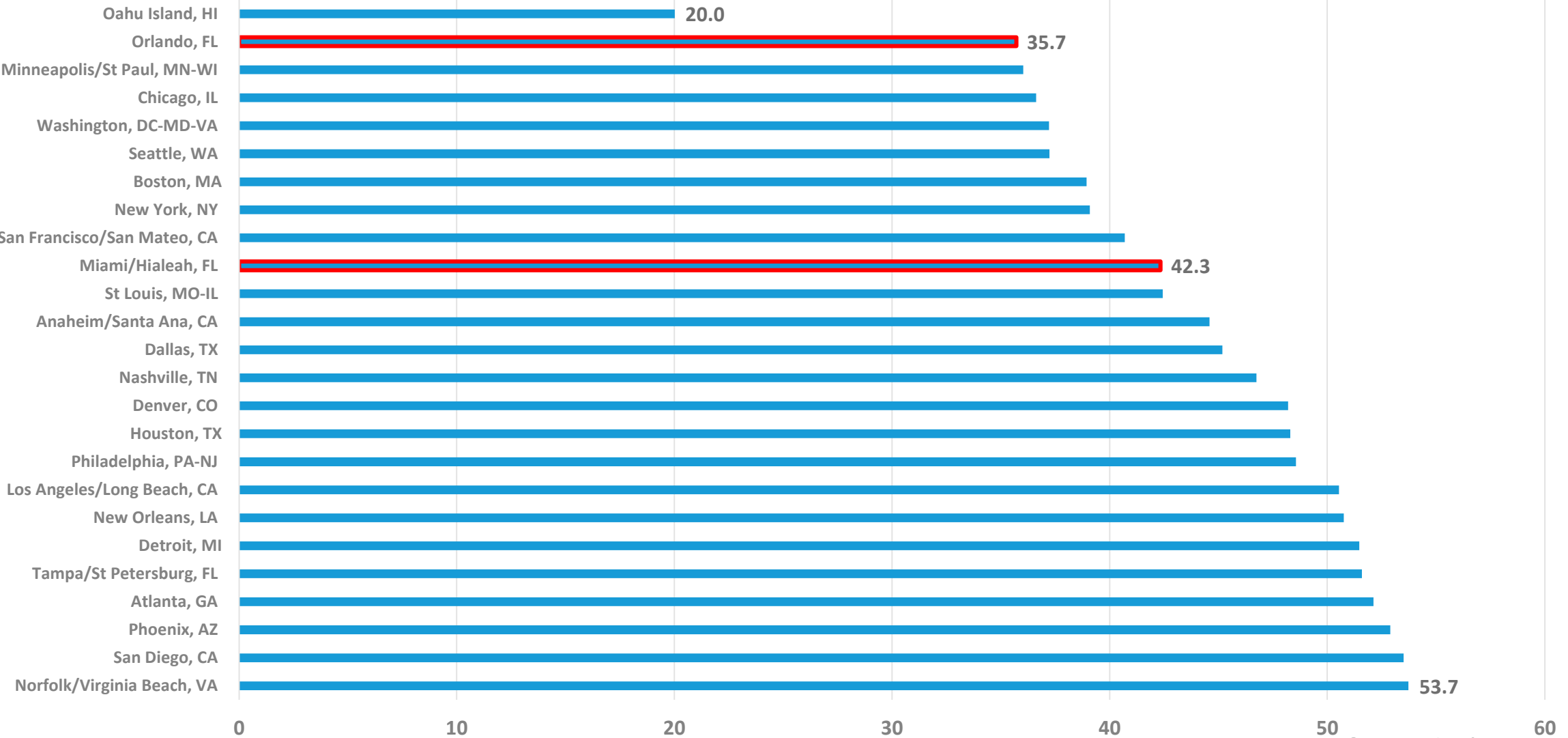
Top 25: 11 Markets with ADR of $100+

ADR $, Week ending October 17

Market	ADR
Houston, TX	$80
St Louis, MO-IL	
Dallas, TX	
Atlanta, GA	
Minneapolis/St Paul, MN-WI	
Norfolk/Virginia Beach, VA	
Detroit, MI	
Orlando, FL	$87
Denver, CO	
Chicago, IL	
Seattle, WA	
Philadelphia, PA-NJ	
Nashville, TN	
Washington, DC-MD-VA	
Phoenix, AZ	
Tampa/St Petersburg, FL	
New Orleans, LA	
Boston, MA	
San Francisco/San Mateo, CA	
Anaheim/Santa Ana, CA	
Miami/Hialeah, FL	$128
Los Angeles/Long Beach, CA	
San Diego, CA	
New York, NY	
Oahu Island, HI	$157
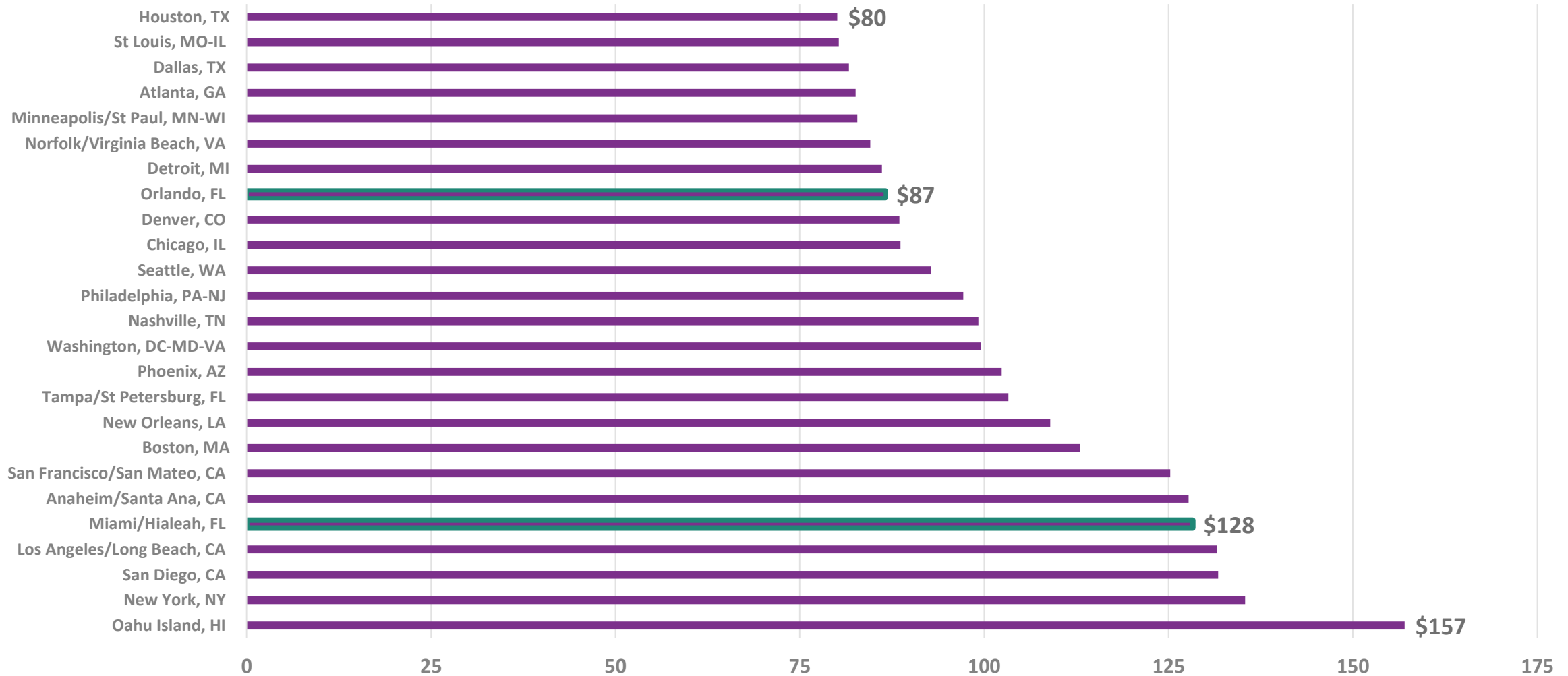
Source: STR. 2020 © CoStar Realty Information, Inc.

Miami / Hialeah, FL: top 1/3 of Top 25 RevPAR % growth

Top 25 Markets, RevPAR % change from prior year, Week ending Oct 17
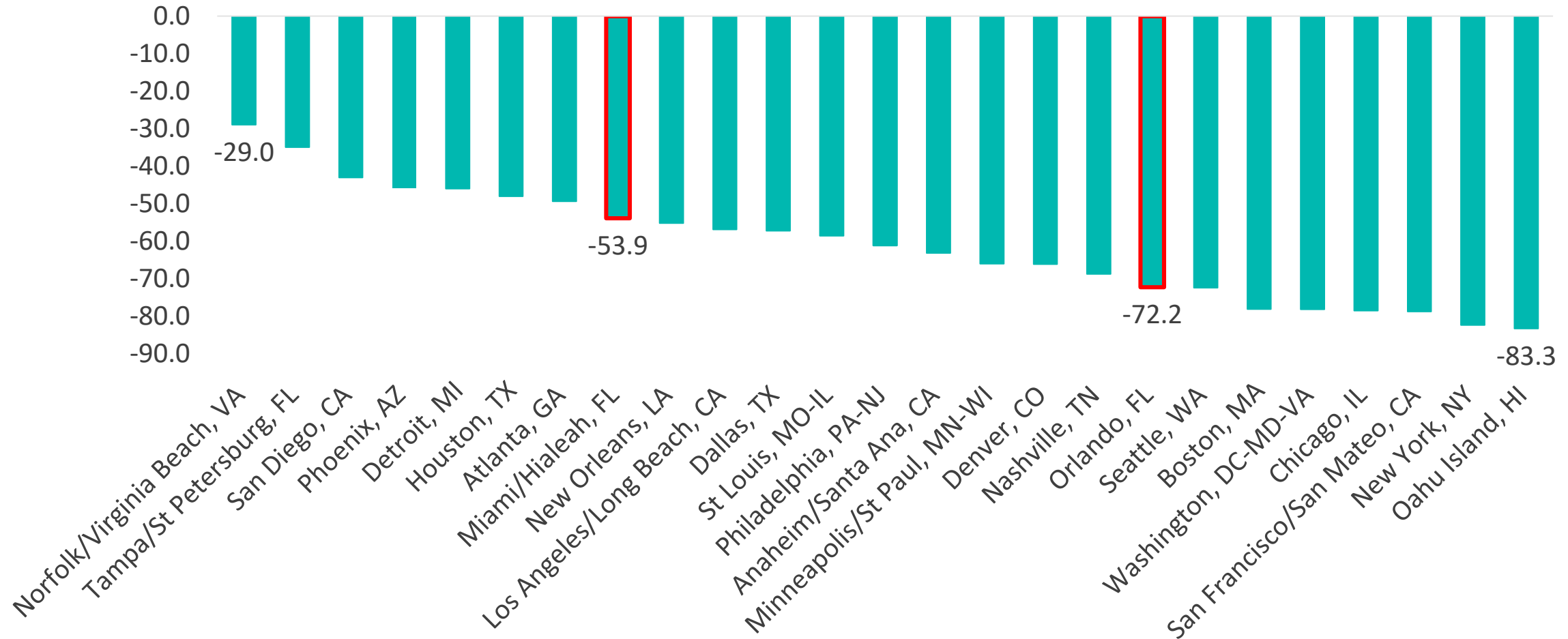
China Back To Normal Seasonal Occ Fluctuations. U.S. Hits 50%. Europe Falls.
Absolute Occ %, Select Areas

str

— China   — US   — Europe

64.9

50.0

50.1

32.7

25.0

0.0

1-Feb 22-Feb 14-Mar 4-Apr 25-Apr 16-May 6-Jun 27-Jun 18-Jul 8-Aug 29-Aug 19-Sep 10-Oct
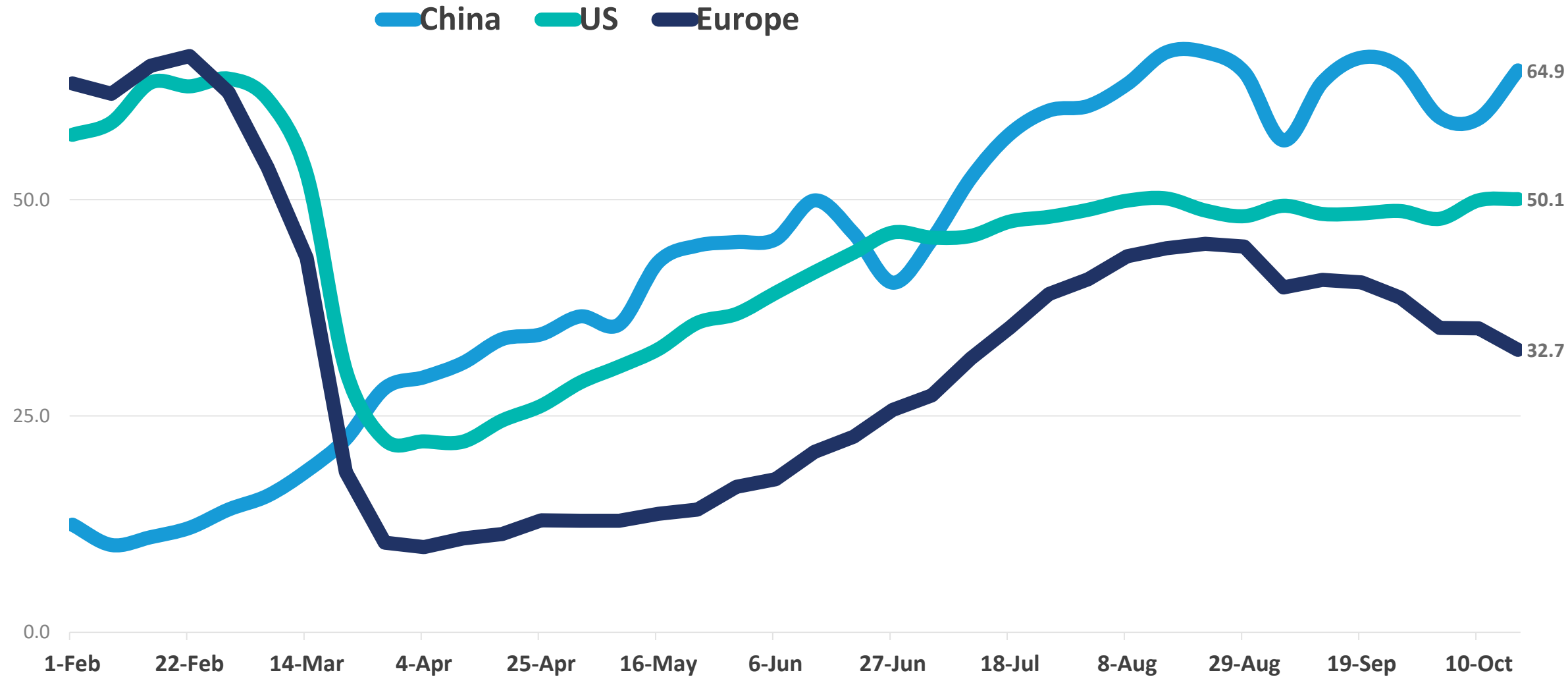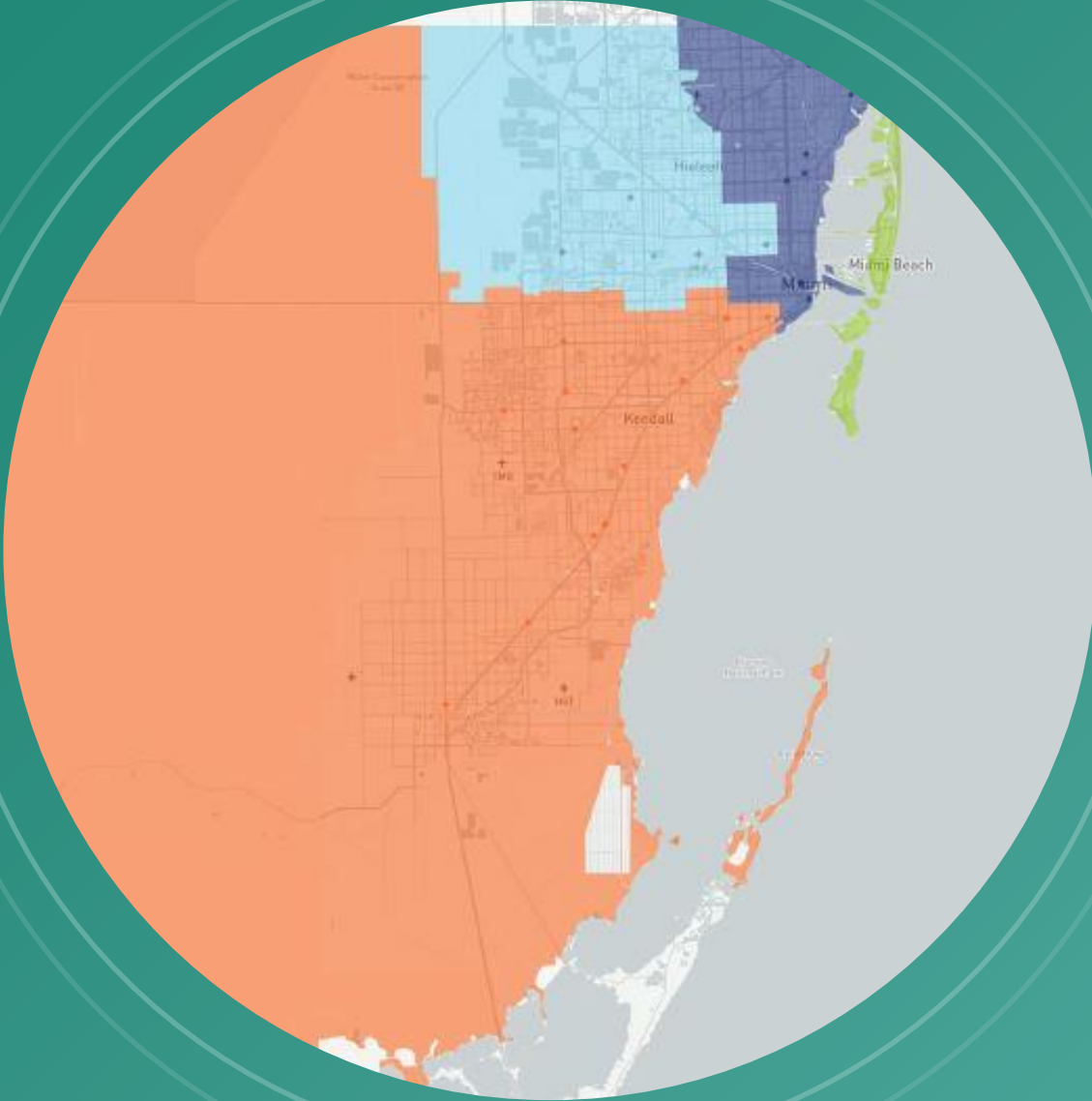
Miami / Hialeah, FL

"The Cliffs Of Insanity"

Miami / Hialeah, FL, OCC & ADR % Change, 12MMA, 1/1990 – 09/2020

str

9.2

12.9

9.3

-2.2

-7.1

Financial Collapse

-5.0

Mar 2017

0.2

-2.5

911

Gulf War

-13.0

-24.2

OCC PC 12MMA   ADR PC 12MMA

1990   2000   2010   2020

Source: STR. 2020 © CoStar Realty Information, Inc.
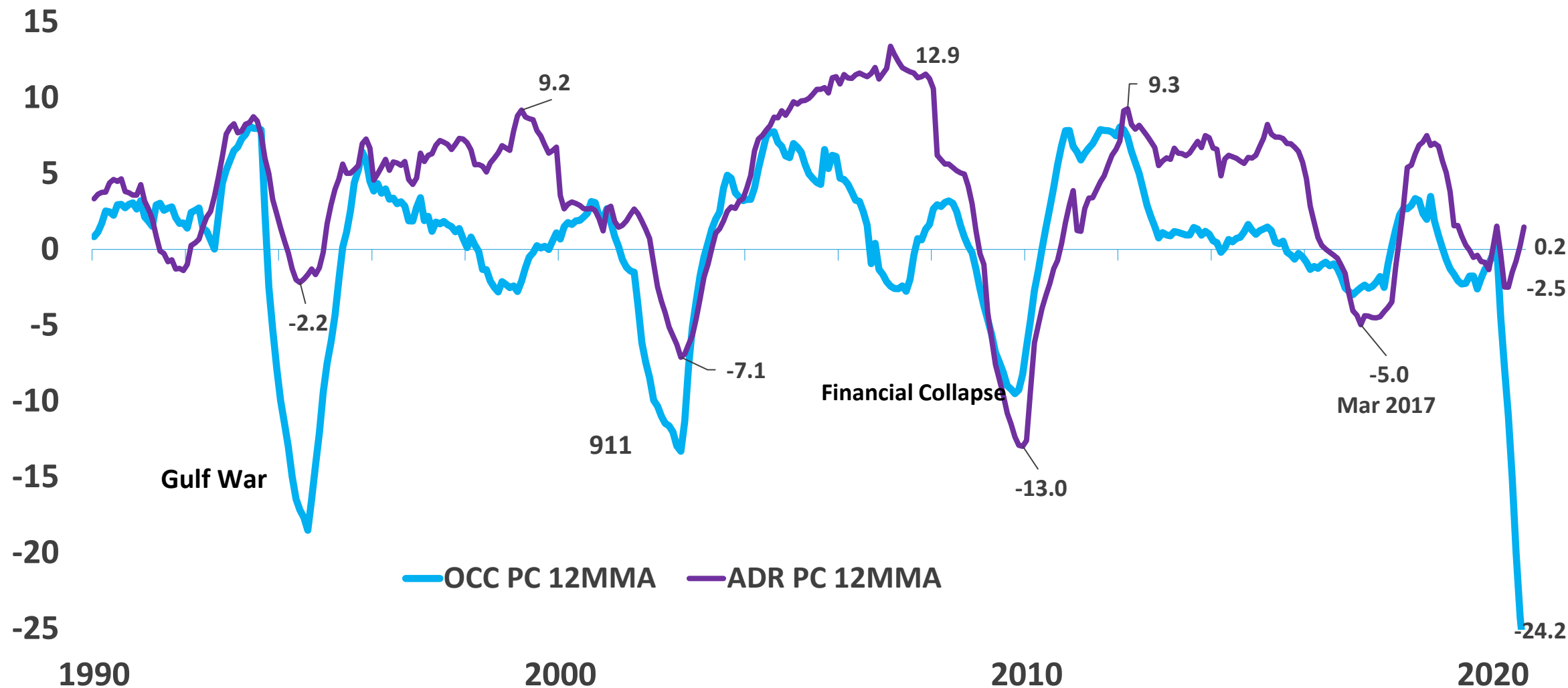
Miami / Hialeah, FL Submarkets: Beach and CBD helping buoy YTD ADR metrics

Market / Submarket	Occ	% Change	ADR	% Change	RevPAR	% Change
Miami / Hialeah, FL	**47.2%**	**-38.1**	**$201**	**2.9**	**$95**	**-36.3**
Miami Airport / Civic Center, FL	50.4%	-37.6	$113	-4.7	$57	-40.6
Miami Beach, FL	47.1%	-37.7	**$318**	**17.6**	**$150**	**-26.7**
Miami CBD / North, FL	41.7%	-43.3	$211	8.5	$88	-38.5
Miami South, FL	48.3%	-33.3	$122	-5.1	$59	-36.7

Miami / Hialeah, FL Market & Submarkets, September 2020 YTD, Absolute and % Change

Miami Beach, FL has "best" RevPAR performance in market

Miami / Hialeah, FL market and submarkets, OCC % / ADR / RevPAR, week ending Oct 17

■ **Occupancy**　■ **ADR**　■ **RevPAR**

	Miami Airport / Civic Center, FL	Miami CBD / North, FL	Miami South, FL	Miami Beach, FL	Miami / Hialeah, FL
Occupancy	51.8%	33.3%	47.4%	38.1%	42.3%
ADR	$77	$130	$88	$198	$128
RevPAR	$40	$43	$42	$76	$54
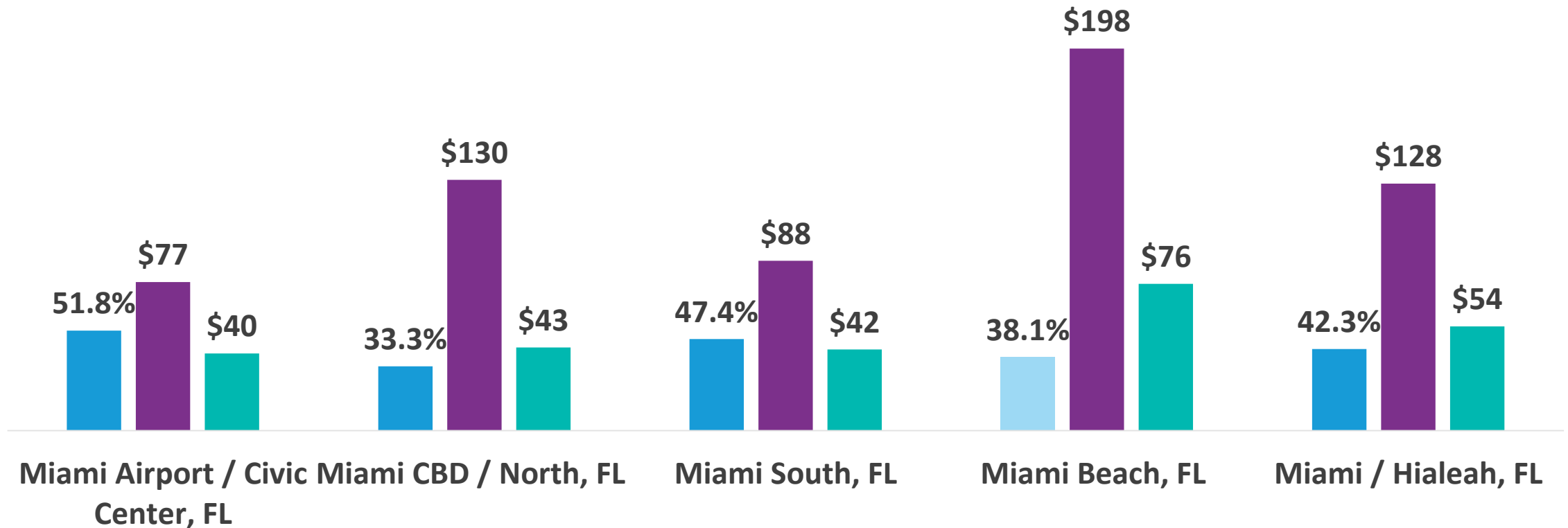
Miami / Hialeah, FL Class Performance: Midscale and Economy Classes Mirror U.S. trend

Miami / Hialeah, FL, RevPAR, week ending Oct 17

str

■ RevPAR TY
■ RevPAR LY

- Luxury Class: 96.9 / 208.7
- Upper Upscale Class: 50.2 / 124.2
- Upscale Class: 46.6 / 94.2
- Upper Midscale Class: 41.4 / 83.0
- Midscale Class: 42.0 / 80.4
- Economy Class: 39.8 / 76.1
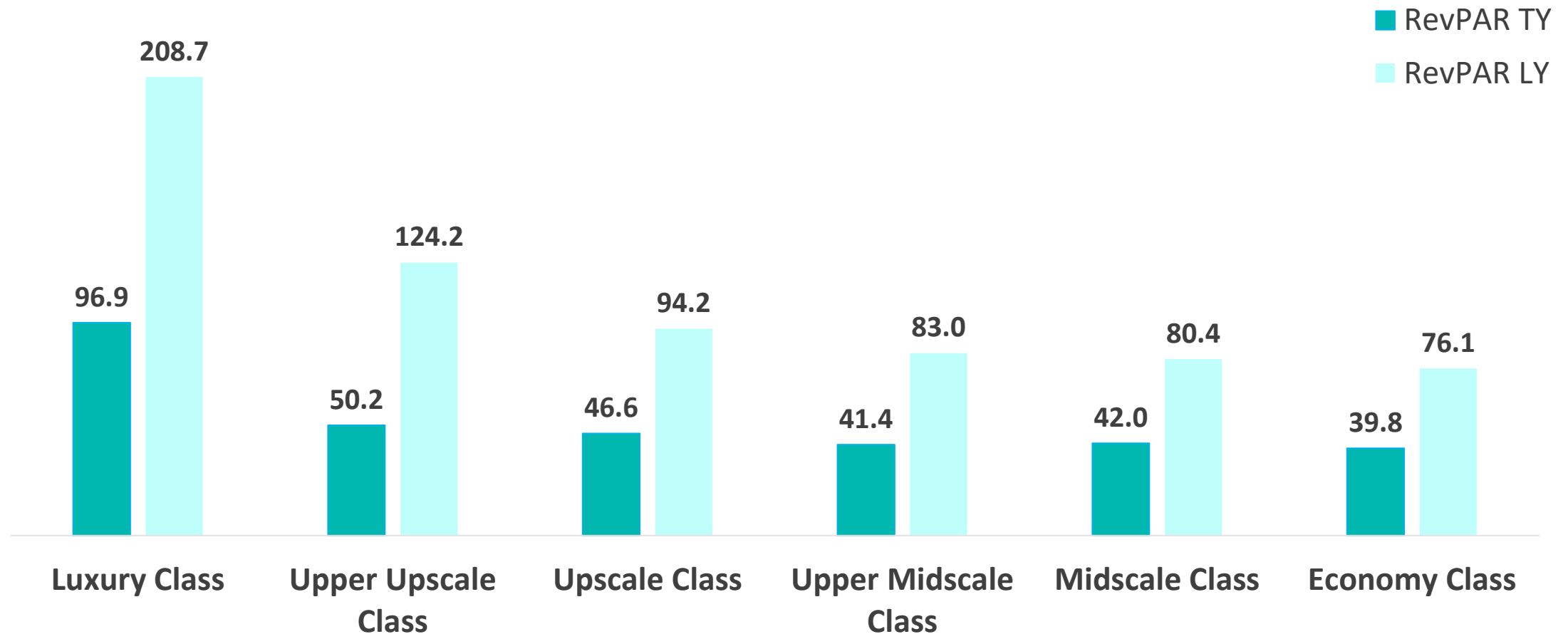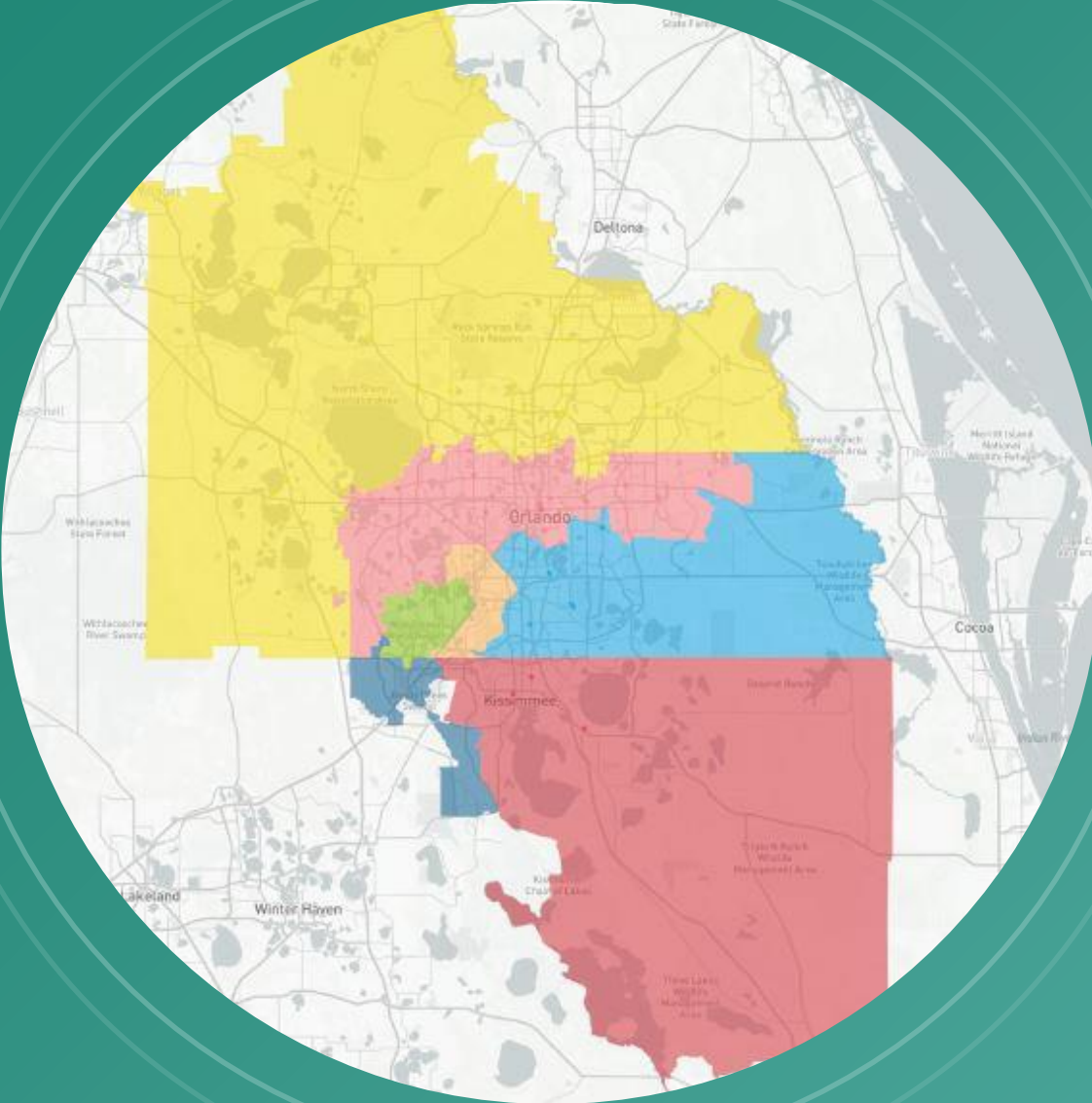
Orlando, FL

"The Cliffs Of Insanity"

Orlando, FL, OCC & ADR % Change, 12MMA, 1/1990 – 09/2020

str

Legend: OCC PC 12MMA, ADR PC 12MMA

Annotations on chart: 3.3, 2.1, 9.2, 3.3, 3.1, Mar 2017, -3.4, -5.5, 911, Gulf War, Financial Collapse, -11.5
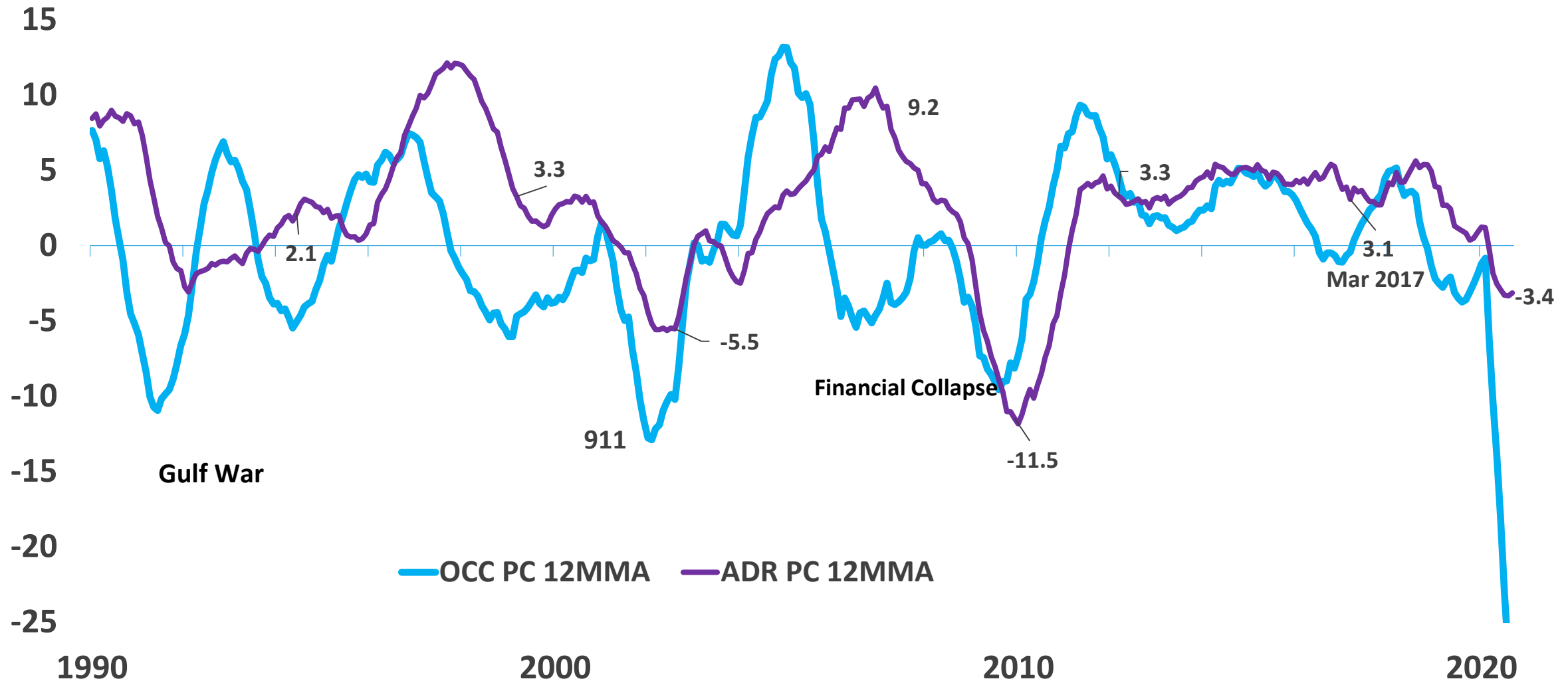
Orlando, FL Submarkets: Lake Buena Vista Seeing "best" performance across most KPIs…

str

Market / Submarket	Occ	% Change	ADR	% Change	RevPAR	% Change
Orlando, FL	**43.5%**	**-43.1**	**$116**	**-8.0**	**$50**	**-47.7**
Kissimmee East, FL	38.4%	-40.4	$81	-13.1	$31	-48.2
Kissimmee West, FL	33.1%	-48.0	$78	1.5	$26	-47.2
Lake Buena Vista, FL	**53.5%**	-34.1	**$142**	**5.8**	**$76**	-30.3
Orlando Central, FL	43.4%	-42.4	$110	-9.5	$48	-47.9
Orlando I-Drive, FL	40.0%	**-49.4**	$124	-9.6	$50	**-54.3**
Orlando North, FL	50.2%	**-29.5**	$87	-9.5	$44	-36.2
Orlando South, FL	44.1%	-42.9	$111	**-13.4**	$49	**-50.6**

Orlando, FL Market & Submarkets, September 2020 YTD, Absolute and % Change

LBV, FL maintaining "best" RevPAR and ADR performance

Orlando, FL market and submarkets, OCC % / ADR / RevPAR, Week Ending Oct 17

Legend: ■ Occupancy ■ ADR ■ RevPAR

Submarket	Occupancy	ADR	RevPAR
Kissimmee East, FL	26.5%	$66	$18
Kissimmee West, FL	23.3%	$75	$17
Lake Buena Vista, FL	40.4%	$112	$45
Orlando Central, FL	42.9%	$92	$39
Orlando I-Drive, FL	31.5%	$82	$26
Orlando North, FL	51.0%	$76	$39
Orlando South, FL	41.5%	$83	$35
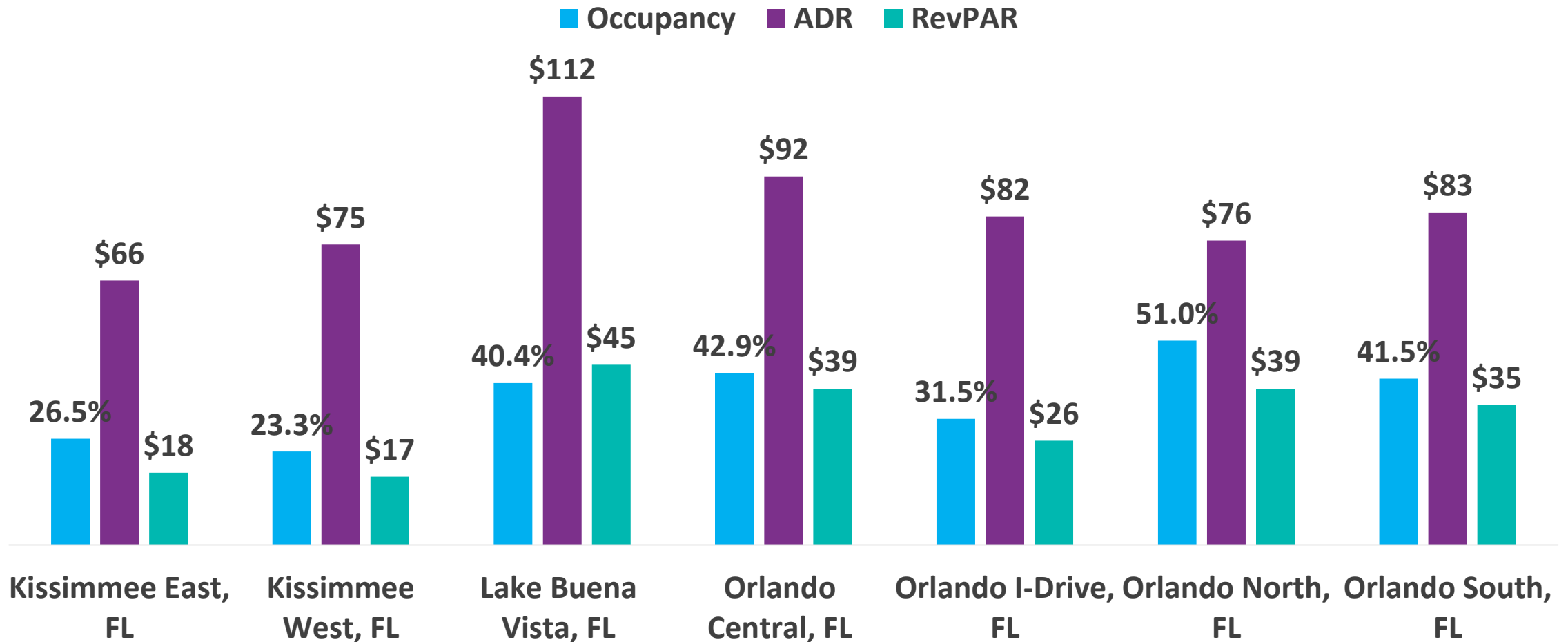
Pipeline

Pipeline

In Construction:

Vertical construction on the physical building has begun.

+

Final Planning:

Construction will begin within the next 12 months.

+

Planning:

Construction will begin in more than 13 months.

➔ **Under Contract**

Large Markets Grow Rapidly
(Temporary Closed Hotels Increase the %)

Largest % In Top 26 Markets, August 2020

Market	Rooms In Construction	% Of Existing
New York, NY	16,112	18%
Nashville, TN	5,813	12%
Los Angeles/Long Beach, CA	7,371	7%
Boston, MA	4,100	7%
Orlando, FL	7,463	7%
Miami/Hialeah, FL	3,679	7%
Denver, CO	3,639	7%
Tampa/St Petersburg, FL	3,182	6%
Detroit, MI	2,861	6%
Atlanta, GA	6,255	6%

Miami / Hialeah, FL Pipeline projects remain steady despite the crisis

str

Phase	Projects	Number of Rooms
In Construction	26	4,199
Final Planning	26	4,486
Planning	34	7,346
Active Pipeline / Under Contract	**86**	**16,031**

Pipeline by Phase, September 2020 — Miami / Hialeah, FL Market

Orlando, FL Pipeline projects also steady despite the crisis

str

Phase	Projects	Number of Rooms
In Construction	37	7,377
Final Planning	27	3,674
Planning	24	4,444
Active Pipeline / Under Contract	**88**	**15,495**

Pipeline by Phase, September 2020 — Orlando, FL Market

Look to the Future

U.S. Forecast (as of August 13)

Key Performance Indicators (% Change vs. Prior Year)
2019 – 2020F – 2021F

TOURISM ECONOMICS
AN OXFORD ECONOMICS COMPANY

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Outlook			
Metric	**2019 Actual**	**2020 Forecast**	**2021 Forecast**
Supply	+2.0%	-3.7%	+5.8%
Supply (Total Room Inventory) *	+2.0%	+1.4%	+1.3%
Demand	+1.9%	-38.9%	+32.2%
Occupancy *	-0.1%	-39.7%	+30.5%
ADR	+0.9%	-20.9%	+5.6%
RevPAR *	+0.8%	-52.3%	+37.9%

*Reflects Total-Room-Inventory (TRI) methodology, which assumes no temporary hotel closures.

U.S. Forecast (as of August 2020)

Key Performance Indicators
2019 – 2020F – 2021F

TOURISM ECONOMICS
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Metric	2019 Actual	2020 Forecast	2021 Forecast
Occupancy *	66.1%	39.8%	52.0%
ADR	$131.13	$103.71	$109.56
RevPAR *	$86.64	$41.31	$56.95

For Comparison:
RevPAR 2010
$56.45

-34%

*Reflects Total-Room-Inventory (TRI) methodology, which assumes no temporary hotel closures.

U.S. Forecast: COVID-19 Recovery Scenario

Indexed to end of 2019

2020F – 2024F
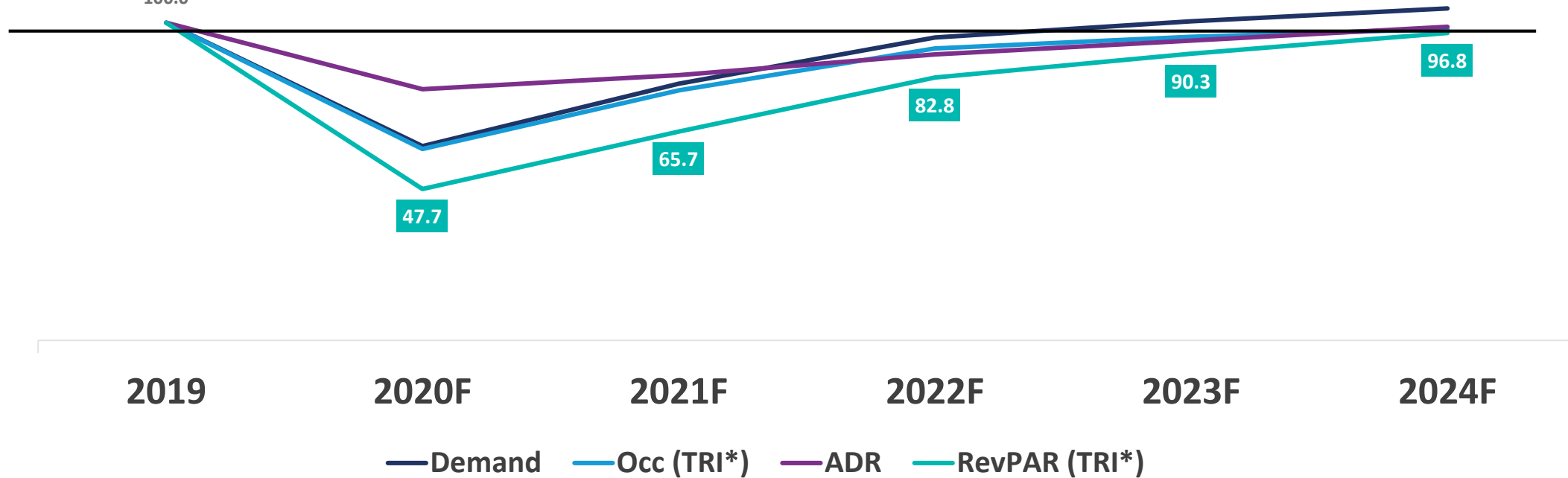
TOURISM ECONOMICS
AN OXFORD ECONOMICS COMPANY

STR

100.0

96.8

90.3

82.8

65.7

47.7

| 2019 | 2020F | 2021F | 2022F | 2023F | 2024F |

— Demand — Occ (TRI*) — ADR — RevPAR (TRI*)

*Reflects Total-Room-Inventory (TRI) methodology, which assumes no temporary hotel closures.

U.S. Forecast (as of August 13)

Chain Scale Key Performance Indicators
2020F by Chain Scale

	2020 Year-End Outlook		
Chain Scale	**Occupancy * (% chg)**	**ADR (% chg)**	**RevPAR * (% chg)**
Luxury	-64.5%	-3.7%	-65.8%
Upper Upscale	-60.9%	-14.0%	-66.4%
Upscale	-47.1%	-17.3%	-56.3%
Upper Midscale	-37.9%	-14.4%	-46.9%
Midscale	-28.3%	-11.6%	-36.6%
Economy	-16.8%	-10.8%	-25.8%
Independent	-37.5%	-17.8%	-48.6%
Total U.S.	**-39.7%**	**-20.9%**	**-52.3%**

*Reflects Total-Room-Inventory (TRI) methodology, which assumes no temporary hotel closures.

Miami / Hialeah, FL Forecast

Key Performance Indicators **(as of August 2020)**
2019 – 2020F – 2021F

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Metric	2019 Actual	2020 Forecast	2021 Forecast
Occupancy *	75.8%	35.3%	52.6%
ADR	$196.33	$189.16	$150.06
RevPAR *	$148.83	$66.72	$78.87

For Comparison:
RevPAR 2010
$101.40

-47%

*Reflects Total-Room-Inventory (TRI) methodology, which assumes no temporary hotel closures.

Orlando, FL Forecast

Key Performance Indicators **(as of August 2020)**
2019 – 2020F – 2021F

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Metric	2019 Actual	2020 Forecast	2021 Forecast
Occupancy *	76.2%	32.1%	52.5%
ADR	$126.70	$111.13	$99.27
RevPAR *	$96.59	$35.66	$52.10

For Comparison:
RevPAR 2010
$57.86

-46%

*Reflects Total-Room-Inventory (TRI) methodology, which assumes no temporary hotel closures.

ForwardSTAR

Forward looking. Forward planning. Forward thinking.

Forward STAR Overview
October 21, 2020

Forward STAR overview

STAR, delivers benchmarking globally and with unrivalled sample. Similarly,
Forward STAR will become the industry standard for benchmarking future bookings.

STAR

- The industry standard for historical hotel performance benchmarking

- High quality proprietary data – actual performance data not publicly available

- Its strength is its simplicity

- Over 68,000 participating hotels - the world's largest sample of historical source data enabling the most robust competitor sets

- Complimentary market data unrivalled in quality and cost-effective bespoke competitor sets

- Vital for revenue management strategy and market performance analysis, also essential for management and employee performance KPIs

The past

Forward STAR

- The future industry standard for business-on-the-books benchmarking

- High quality proprietary data – actual bookings data (100% of channels) 365 days into the future

- Its strength is its simplicity

- Participation levels that will meet or exceed our historical sample - enabling robust forward competitor sets that match your historical sets.

- Complimentary market data unrivalled in quality and cost-effective bespoke competitor sets

- Vital for revenue management strategy and market performance analysis, also an essential tool that enables management and employees to improve performance KPIs

The future

Forward STAR in a nutshell

Its simplicity enables it to be cost-effective, achieve high participation, and provide higher quality competitor sets and insights.

- Send us your number of rooms available and rooms booked via report scheduler, PMS export, or excel spreadsheet

- Start receiving, detailed, easy-to-read reports showing how occupancy on the books and pick up are matching up against your market

- **That's it!**

Detailed reports breaking down the key areas to focus on

Free market data today, competitive set subscriptions coming soon

Overview:

- Reports issued on two frequencies: weekly and monthly

- Detailed insights on both Occupancy on the Books and Pickup

- Weekly reports show the next 90 days; Monthly reports show the next 12 months.

- Compare your hotel's forward booking performance against your local market with compset options coming soon

- Ensured data integrity and confidentiality

All your forward booking data is laid out in a very digestible format, letting you easily gauge where you stand today, tomorrow, a week from now, a month from now, and even 365 days from now.

The Bigger Picture – Win Tomorrow Today

Pair your property's historical reports with occupancy-on-the-books data

Forward STAR can help answer a wide range of questions, such as:

- Which nights of the week are your underperforming and why?

- Which nights are you performing well and why?

- What adjustments could you make to drive better results?

- Do you need to rethink your rate strategy, distribution channels, or marketing initiatives?

- Are you capitalizing on demand from events or losing out to your competitors?

01 **Analyze** Results to understand where you are

02 **Identify** Areas for improvement

03 **Develop** Your strategy

04 **Monitor** Your progress and refine your strategy

Revenue Strategy Cycle

Forward STAR now available in 53 (sub)markets (as at 07th October 2020)

United Kingdom & Ireland
Chelsea/Earls Court/Kensington
Knightsbridge/ Pimlico/ Victoria
London Centre South
London West End
The City & Shoreditch
Manchester Centre
Heathrow Airport
Jersey & Guernsey
Newcastle
Aberdeen
Edinburgh
Glasgow
Inverness
Dublin Airport
Dublin Centre
Dublin Surrounding
Belfast
Leeds
Birmingham Centre
Southampton
Bristol

United Arab Emirates
Dubai
Dubai City Area
Dubai Beach Area
Abu Dhabi

DACH
Lucerne
North East Switzerland

Barcelona
Balearic Islands
Canary Islands
Andalusia
Rome
Turin
Florence
Madrid

Australia & New Zealand
Adelaide
Melbourne
Darwin Area
Sydney Surrounding
Sydney
Perth
Brisbane
ACT & Canberra
Hobart
Auckland
Queenstown

France
Paris

BENELUX
Brussels
Antwerp
Amsterdam
Rotterdam
Utrecht
The Hague

Monthly Forward Occupancy Chart

Forward occupancy based on confirmed and tentative business on the books for the next 12 months as at 3 September, 2018.

Forward Bookings for (Sub)Market Edinburgh

Forward STAR North America launch markets

STR is dedicated at making an impact for full portfolio while addressing a core desire for forward data insights at the limited / select service level.

- For high impact, we looked at top 25 markets

- These 8 have the highest proportion of limited / select service supply

- Good balance between chain managed, franchise and independent landscape

- Most have above average proportion of chain managed – limited / select service hotels

Montreal

Minneapolis/ St Paul

San Francisco

Washington DC

Denver

Nashville

Austin

Miami

Sample reports

What is Forward STAR – sample report

Real, reliable and accurate forward booking data to make better decisions

Forward Occupancy for Hotel A and (Sub)Market

Forward occupancy for the next 90 days as at 12.11.2018.

Day & Date	Your Property	Comp Set	(Sub) Market
Next Weekend	104%	95%	89%
Next 7 Days	93%	85%	80%
Next 14 Days	79%	75%	71%
Next 28 Days	69%	71%	63%
Next 90 Days	47%	46%	39%
Mon 12.11.2018	94%	87%	81%
Tue 13.11.2018	106%	91%	88%
Wed 14.11.2018	92%	87%	82%
Thu 15.11.2018	84%	86%	78%
Fri 16.11.2018	101%	93%	84%
Sat 17.11.2018	107%	97%	95%
Sun 18.11.2018	63%	52%	50%
Mon 19.11.2018	73%	62%	62%
Tue 20.11.2018	57%	62%	61%
Wed 21.11.2018	53%	62%	57%
Thu 22.11.2018	60%	70%	60%
Fri 23.11.2018	81%	81%	71%
Sat 24.11.2018	87%	79%	83%
Sun 25.11.2018	47%	40%	42%
Mon 26.11.2018	66%	41%	44%
Tue 27.11.2018	76%	51%	54%
Wed 28.11.2018	78%	55%	49%
Thu 29.11.2018	67%	66%	50%
Fri 30.11.2018	66%	78%	66%
Sat 01.12.2018	71%	87%	78%
Sun 02.12.2018	33%	63%	40%
Mon 03.12.2018	51%	69%	46%
Tue 04.12.2018	61%	69%	48%
Wed 05.12.2018	57%	72%	50%
Thu 06.12.2018	38%	79%	53%
Fri 07.12.2018	48%	85%	71%
Sat 08.12.2018	77%	82%	74%
Sun 09.12.2018	44%	44%	34%
Mon 10.12.2018	55%	58%	33%
Tue 11.12.2018	46%	64%	44%
Wed 12.12.2018	54%	65%	43%
Thu 13.12.2018	45%	50%	42%
Fri 14.12.2018	37%	71%	56%
Sat 15.12.2018	95%	67%	58%
Sun 16.12.2018	19%	30%	27%

Legend: Your Competitive Set | Your Property

Pickup - Snapshot

Quickly compare how the hotel is gaining share vs. market and use to assess the effectiveness of your sales, channel and pricing strategies.

Pickup Since Last Week for Hotel A

Pickup for the next 83 days as at 12.11.2018.

Legend: Your Competitive Set | Your Property

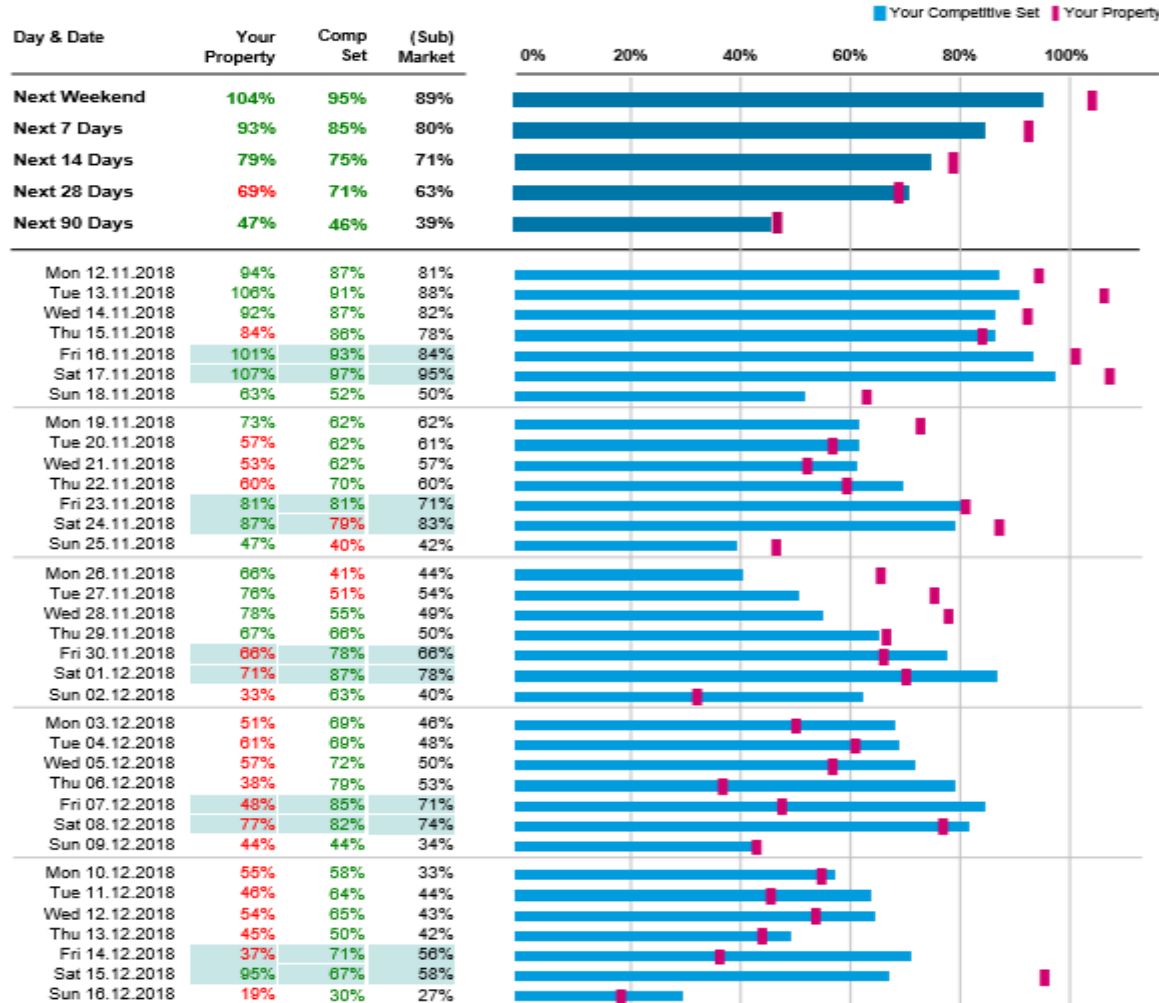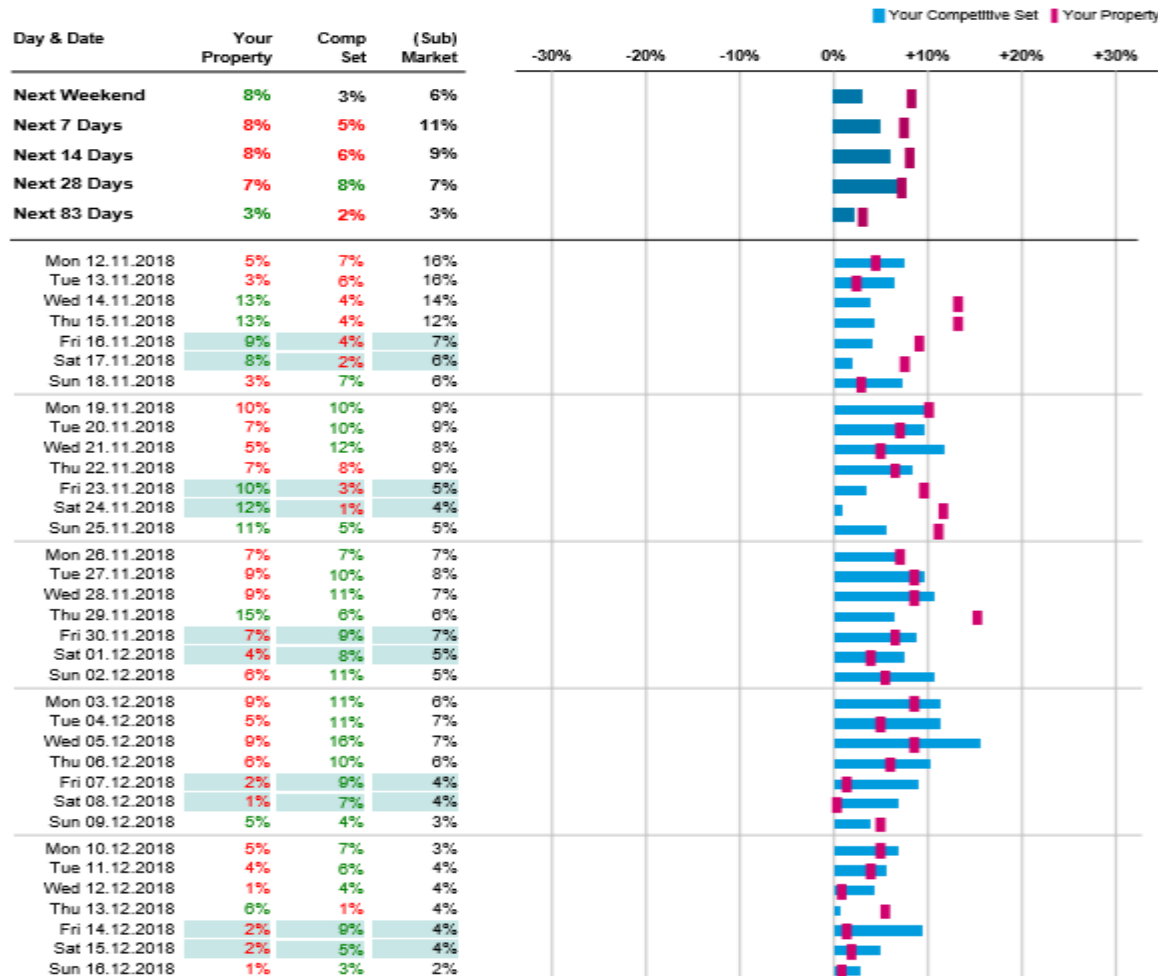| Day & Date	Your Property	Comp Set	(Sub) Market
Next Weekend	8%	3%	6%
Next 7 Days	8%	5%	11%
Next 14 Days	8%	6%	9%
Next 28 Days	7%	8%	7%
Next 83 Days	3%	2%	3%
Mon 12.11.2018	5%	7%	16%
Tue 13.11.2018	3%	6%	16%
Wed 14.11.2018	13%	4%	14%
Thu 15.11.2018	13%	4%	12%
Fri 16.11.2018	9%	4%	7%
Sat 17.11.2018	8%	2%	6%
Sun 18.11.2018	3%	7%	6%
Mon 19.11.2018	10%	10%	9%
Tue 20.11.2018	7%	10%	9%
Wed 21.11.2018	5%	12%	8%
Thu 22.11.2018	7%	8%	9%
Fri 23.11.2018	10%	3%	5%
Sat 24.11.2018	12%	1%	4%
Sun 25.11.2018	11%	5%	5%
Mon 26.11.2018	7%	7%	7%
Tue 27.11.2018	9%	10%	8%
Wed 28.11.2018	9%	11%	7%
Thu 29.11.2018	15%	6%	6%
Fri 30.11.2018	7%	9%	7%
Sat 01.12.2018	4%	8%	5%
Sun 02.12.2018	6%	11%	5%
Mon 03.12.2018	9%	11%	6%
Tue 04.12.2018	5%	11%	7%
Wed 05.12.2018	9%	16%	7%
Thu 06.12.2018	6%	10%	6%
Fri 07.12.2018	2%	9%	4%
Sat 08.12.2018	1%	7%	4%
Sun 09.12.2018	5%	4%	3%
Mon 10.12.2018	5%	7%	3%
Tue 11.12.2018	4%	6%	4%
Wed 12.12.2018	1%	4%	4%
Thu 13.12.2018	6%	1%	4%
Fri 14.12.2018	2%	9%	4%
Sat 15.12.2018	2%	5%	4%
Sun 16.12.2018	1%	3%	2%

What is Forward STAR – how it works

Real, reliable and accurate forward booking data to make better decisions

Forward occupancy for the next 12 months as at 01.04.2019

Day	Apr 19 Your Hotel	Apr 19 (Sub) Market	May 19	May 19	Jun 19	Jun 19	Jul 19	Jul 19	Aug 19	Aug 19	Sep 19	Sep 19	Oct 19	Oct 19	Nov 19	Nov 19	Dec 19	Dec 19	Jan 20	Jan 20	Feb 20	Feb 20	Mar 20	Mar 20	Day
1	72%	77%	52%	52%	53%	50%	38%	42%	34%	28%	20%	21%	13%	16%	9%	10%	8%	10%	9%	11%	8%	3%	12%	4%	1
2	84%	82%	47%	53%	34%	38%	38%	39%	47%	30%	25%	18%	12%	12%	8%	11%	8%	9%	9%	8%	8%	3%	12%	4%	2
3	82%	81%	54%	58%	34%	37%	49%	37%	43%	30%	22%	18%	17%	14%	8%	9%	9%	8%	14%	7%	8%	3%	12%	2%	3
4	77%	74%	54%	57%	29%	36%	49%	41%	42%	29%	22%	19%	17%	16%	23%	13%	12%	8%	14%	6%	8%	1%	12%	3%	4
5	80%	76%	48%	46%	35%	41%	47%	43%	42%	28%	24%	21%	13%	16%	20%	12%	10%	10%	14%	6%	8%	2%	12%	5%	5
6	89%	84%	43%	40%	30%	37%	44%	39%	34%	27%	45%	31%	11%	16%	12%	11%	9%	11%	14%	5%	8%	3%	12%	6%	6
7	82%	70%	40%	42%	31%	40%	35%	36%	28%	24%	36%	29%	44%	19%	13%	12%	28%	13%	14%	4%	8%	4%	12%	7%	7
8	82%	71%	37%	46%	36%	43%	24%	33%	35%	26%	33%	25%	38%	16%	18%	17%	27%	15%	13%	4%	8%	4%	12%	5%	8
9	79%	70%	38%	52%	34%	43%	23%	33%	46%	29%	32%	24%	24%	16%	13%	13%	9%	12%	13%	6%	8%	3%	12%	5%	9
10	80%	70%	50%	52%	40%	40%	27%	32%	59%	30%	27%	23%	27%	17%	12%	14%	27%	14%	13%	5%	8%	3%	12%	5%	10
11	73%	68%	48%	50%	33%	40%	22%	30%	43%	27%	17%	19%	29%	17%	11%	12%	26%	13%	13%	4%	8%	2%	12%	4%	11
12	75%	70%	39%	42%	55%	44%	37%	35%	40%	28%	14%	18%	33%	19%	11%	10%	8%	9%	13%	5%	8%	2%	15%	4%	12
13	71%	71%	43%	42%	31%	41%	38%	38%	39%	25%	24%	20%	27%	15%	11%	10%	8%	13%	13%	6%	8%	2%	15%	5%	13
14	62%	63%	52%	44%	40%	41%	42%	40%	26%	26%	26%	22%	18%	12%	11%	8%	8%	15%	8%	4%	8%	3%	34%	7%	14
15	56%	66%	59%	44%	43%	42%	42%	32%	27%	25%	18%	20%	15%	10%	11%	10%	8%	9%	8%	4%	8%	3%	34%	8%	15
16	53%	65%	44%	49%	44%	42%	30%	26%	25%	25%	27%	22%	18%	10%	14%	11%	8%	8%	8%	5%	8%	3%	32%	6%	16
17	51%	66%	40%	46%	49%	40%	26%	27%	29%	26%	41%	23%	17%	10%	11%	12%	8%	7%	8%	4%	8%	4%	32%	5%	17
18	54%	69%	40%	47%	40%	40%	43%	29%	28%	28%	20%	19%	17%	13%	10%	11%	8%	5%	8%	5%	8%	3%	14%	3%	18
19	72%	72%	32%	40%	42%	40%	26%	31%	28%	26%	23%	21%	20%	16%	10%	9%	8%	5%	8%	4%	8%	2%	12%	4%	19
20	73%	75%	50%	48%	39%	40%	33%	29%	22%	23%	37%	23%	23%	15%	13%	8%	8%	6%	8%	5%	8%	3%	12%	4%	20
21	57%	64%	50%	51%	37%	43%	32%	28%	24%	23%	34%	23%	24%	15%	20%	8%	8%	6%	8%	4%	8%	3%	12%	4%	21
22	48%	55%	50%	54%	39%	43%	35%	28%	25%	23%	27%	21%	22%	12%	13%	9%	8%	8%	8%	4%	8%	3%	12%	4%	22
23	49%	52%	57%	57%	34%	38%	32%	26%	50%	27%	31%	21%	23%	11%	18%	11%	8%	7%	8%	3%	8%	4%	12%	3%	23
24	51%	54%	53%	57%	48%	39%	40%	27%	31%	27%	30%	21%	14%	11%	13%	13%	9%	7%	8%	4%	8%	5%	12%	2%	24
25	61%	60%	40%	52%	56%	39%	36%	30%	25%	23%	32%	22%	18%	12%	9%	9%	9%	6%	8%	5%	12%	2%	12%	3%	25
26	85%	69%	37%	44%	63%	41%	34%	32%	23%	20%	20%	21%	20%	14%	9%	8%	9%	7%	8%	4%	12%	3%	12%	3%	26
27	89%	73%	45%	38%	51%	44%	35%	28%	21%	18%	29%	20%	15%	14%	12%	7%	10%	9%	8%	3%	12%	3%	12%	4%	27
28	82%	60%	39%	38%	49%	45%	49%	33%	24%	20%	31%	20%	12%	14%	13%	8%	10%	11%	8%	3%	12%	4%	12%	4%	28
29	60%	52%	45%	45%	36%	45%	51%	32%	20%	21%	20%	18%	11%	12%	10%	11%	10%	13%	8%	2%	12%	4%	12%	4%	29
30	50%	50%	51%	50%	33%	45%	43%	26%	23%	21%	10%	17%	10%	10%	8%	11%	9%	13%	8%	2%			12%	3%	30
31			55%	52%			35%	26%	23%	21%			8%	9%			9%	13%	8%	4%			0%	0%	31
Avg	69%	68%	46%	48%	41%	41%	37%	32%	32%	25%	27%	21%	20%	14%	13%	11%	11%	10%	10%	5%	9%	3%	15%	4%	Avg

Questions

Contact: info@str.com

Thank you