

## ARA US HOSPITALITY TRUST 2H / FY 2020 FINANCIAL RESULTS

24 FEB 2021





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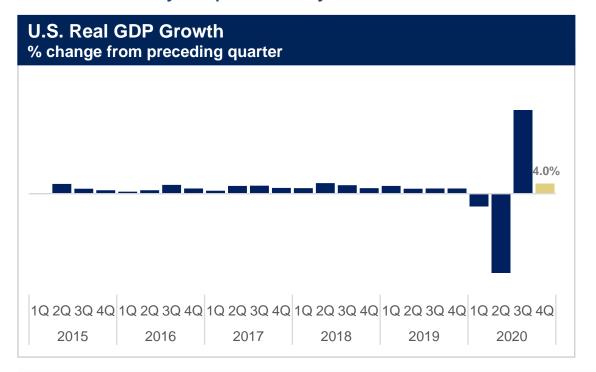


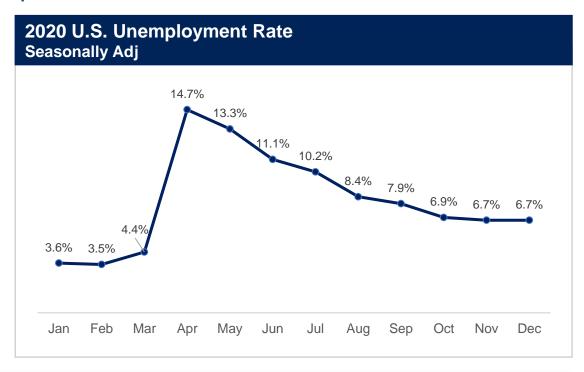
**U.S. MARKET UPDATE** 

## 2020 In Review – An Unprecedented and Difficult Year



U.S. economy impacted by COVID-19, civil unrest, political turmoil and natural disasters in 2020



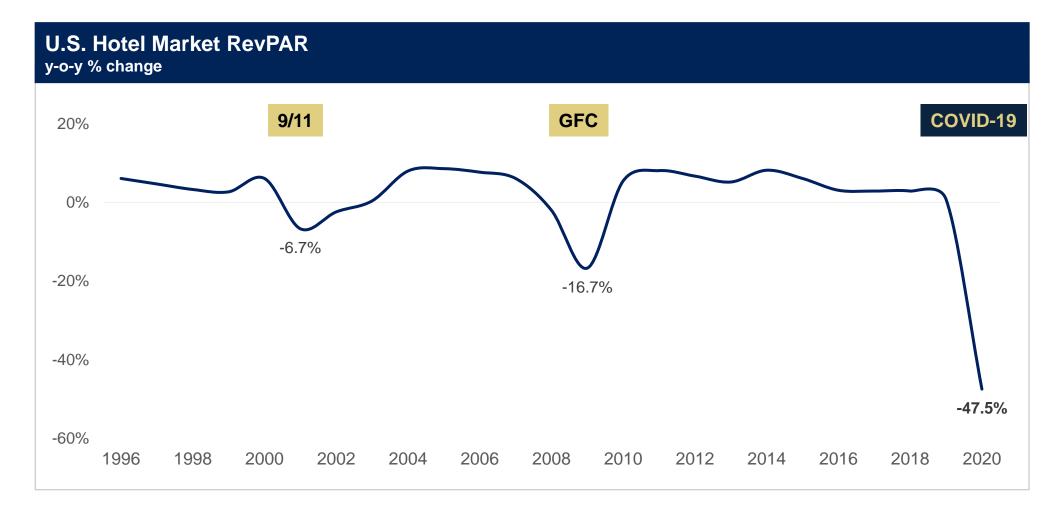


- U.S. economy contracted by 3.5% y-o-y in 2020 despite a sharp rebound in 2H 2020
- CPI increased by 1.4% for the 12 months ended Dec 2020
- Unemployment rate spiked in Apr 2020 and has since settled. Unemployment remains elevated due to COVID-19 restrictions
- Federal fund rates expected to remain near 0% to support U.S. economic recovery

#### U.S. Hotel Market Suffered Worst Year on Record



COVID-19 pandemic dislocation on U.S. hotel market far greater than prior recessions

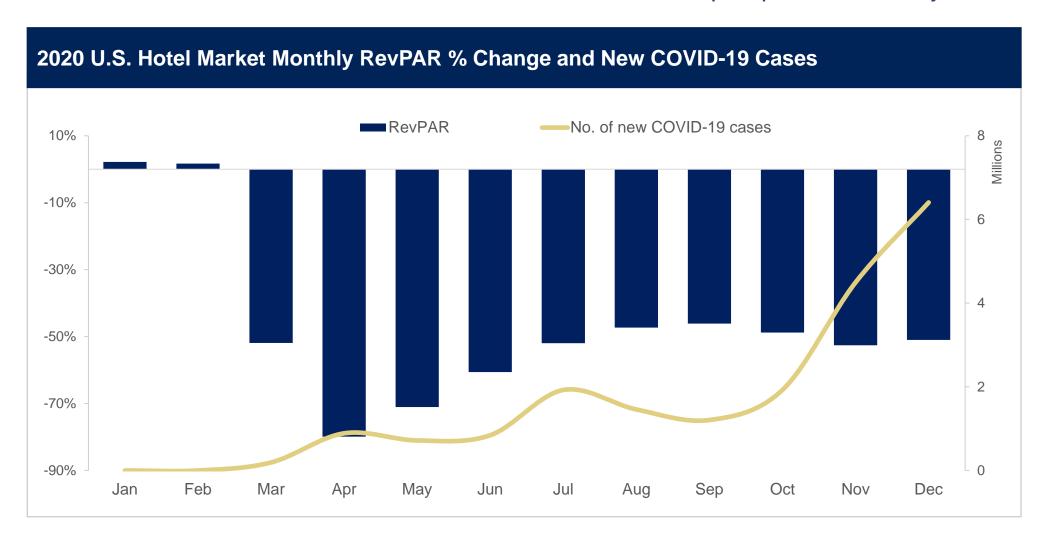


Source: STR

## **RevPAR Remains Depressed Due To Travel Restrictions and Fears**



Effective vaccination and record-level federal stimulus should help expedite recovery

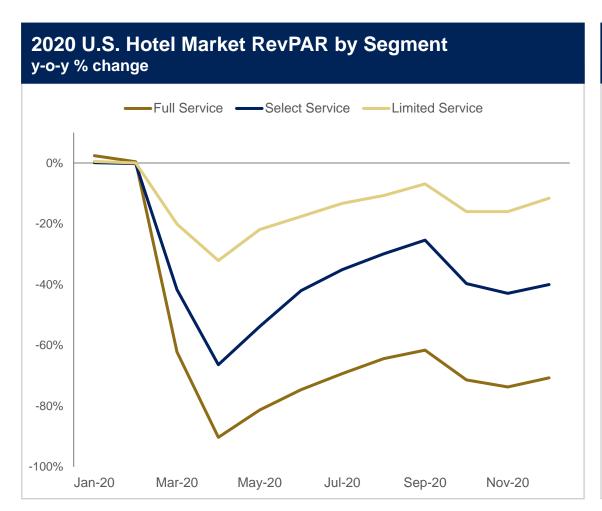


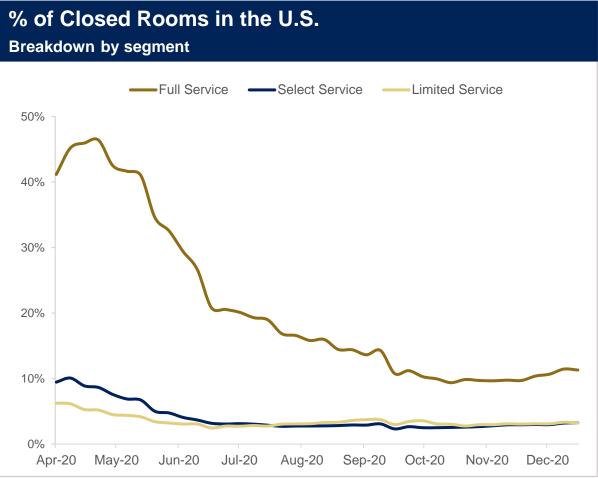
Source: STR, OurWorldInData.org

#### Limited and Select Service Hotels Continue to Lead in Recovery



Full-service hotels are challenged to reopen due to their operational format





Source: STR, Kalibri Labs (Dec 2020)

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## **Factors Driving Closures for Hotels**



Permanent closures / conversions could reduce U.S. hotel supply by 8% – 16%









Reliance on International Inbound Travelers

**Obsolete Hotel Product and Amenities** 

Reliance on Convention / Group Demand

Presence of Union Labor





**2020: YEAR IN REVIEW** 

## **Resilient Portfolio Managed by Experienced Teams**



A diversified portfolio anchored by resilient fundamentals



upscale hotels



**5,340 22** rooms states







US\$0.7b1 in total assets







focused



operators

<sup>&</sup>lt;sup>1</sup> Based on valuations as at 31 December 2020

#### Portfolio's Performance Amidst COVID-19 Pandemic



#### FY 2020 key performance indicators





41.0% Occupancy



US\$42



US\$102
Average Daily Rate



**16.2%** GOP Margin

Gross Revenue

**US\$78.2** mil

**Gross Operating Profit** 

**US\$12.7** mil

Net Property Income

(US\$5.0 mil)<sup>1</sup>

#### **Staying on Course Amidst the Pandemic**

Swift and proactive action plans undertaken to protect performance and preserve liquidity



#### **Secured bookings**

from U.S. federal agencies and essential workforce

**Building Up Hotel Occupancies** 



#### Leaner staffing model

 $21 \rightarrow 14 \text{ FTEs}^1 \text{ per hotel}$ 

Smart & Streamlined Labor Management



#### **Scaled down services**

by reducing F&B offerings and limiting daily housekeeping

Refined Operating Model



Deferred capital projects, only essential projects

Prudent Capital Management

<sup>1</sup> Full-time employees





#### **Portfolio Continued to Generate Positive Operating Profit**



Proactive measures to minimize expenses and optimize profits in a low revenue environment

	1H 2020	2H 2020	FY 2020
Portfolio Performance			
Occupancy	43.2%	39.3%	41.0%
RevPAR	US\$48	US\$37	US\$42
Financial Summary			
Gross Revenue	US\$39.3 mil	US\$38.8 mil	US\$78.2 mil
Gross Operating Profit	US\$5.8 mil	US\$6.9 mil	US\$12.7 mil
GOP Margin	14.8%	17.7%	16.2%
Net Property Income	(US\$2.0 mil)	(US\$3.0 mil) <sup>1</sup>	(US\$5.0 mil) <sup>1</sup>

<sup>&</sup>lt;sup>1</sup> Inclusive of US\$1.0 mil of FY2021 property taxes accrued based on receipt of notices in accordance with IFRS

## Acquisition of Marriott Portfolio in Jan 2020 Enhanced Portfolio



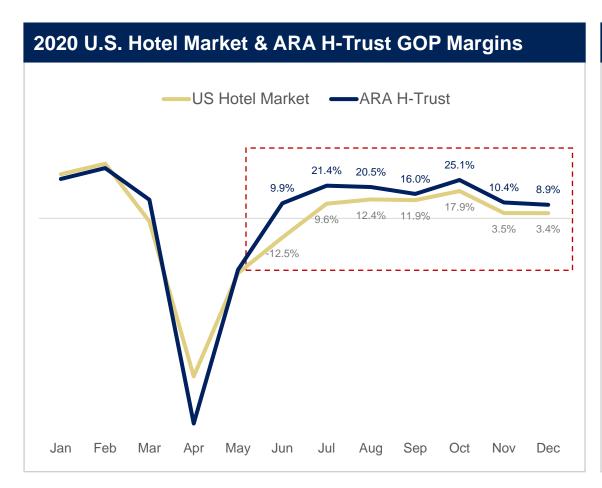
Extended-stay hotels (Residence Inn and Hyatt House) outperformed

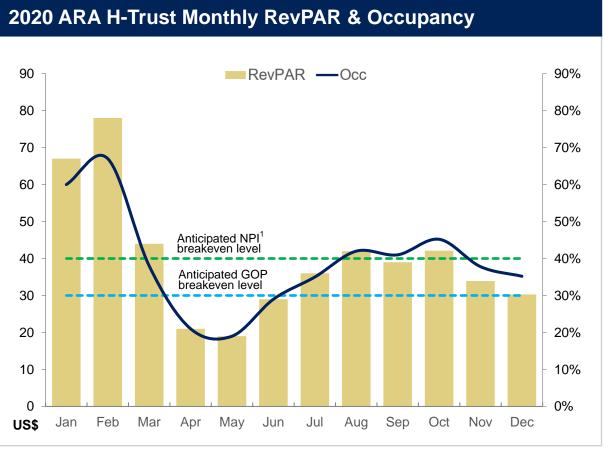
Hotel Brand	1H 2020		2H 2020		FY 2020	
	Осс	RevPAR	Осс	RevPAR	Осс	RevPAR
Hyatt Portfolio	42.6%	US\$47	38.4%	US\$36	40.2%	US\$41
Hyatt Place	42.3%	US\$44	36.6%	US\$32	39.0%	US\$37
Hyatt House	43.2%	US\$52	42.3%	US\$45	42.7%	US\$48
Marriott Portfolio	52.5%	US\$71	51.3%	US\$55	51.8%	US\$61
AC Hotel	55.1%	US\$96	39.9%	US\$53	45.2%	US\$68
Courtyard by Marriott	51.2%	US\$64	44.1%	US\$39	46.7%	US\$48
Residence Inn	51.7%	US\$60	69.9%	US\$71	61.3%	US\$66
ARA H-TRUST	43.2%	US\$48	39.3%	US\$37	41.0%	US\$42

## **Managers Remain Focused on Profitability**



Profit margins outperformed U.S. hotel industry since Jun 2020





<sup>&</sup>lt;sup>1</sup> Assuming annual property taxes, insurance, and other fixed expenses are accrued and expensed on a monthly straight-line basis Source: STR, Hotstats

#### Valuation Adversely Impacted in the Worst Year for U.S. Hotels



Snapshot as at 31 Dec 2020 reflects COVID-19 impact but not permanently

#### 2019 Valuation

38 Hotels (IPO portfolio)

As at 31 Dec 2019

US\$704.7 mil<sup>1</sup>

#### 2020 Valuation

41 Hotels (incl 3 Marriott hotels)

As at 31 Dec 2020

**US\$686.9** mil

2.5%

#### **Prospective Valuation**

41 Hotels (incl 3 Marriott hotels)

When Stabilized

**US\$888.4** mil<sup>2</sup>

26.1%

- 2.5% decline in total property value as at 31 Dec 2020 compared to 31 Dec 2019
- Valuation declined by 13.5% due to adverse impact of COVID-19 pandemic on performance, partially offset by acquisition of Marriott portfolio in Jan 2020
- U.S. valuers have additionally provided prospective when stabilized values in consideration of unprecedented and unique market circumstances caused by the COVID-19 pandemic

<sup>&</sup>lt;sup>1</sup> Excludes Marriott portfolio valued at US\$88.9 mil as at 31 Dec 2019. The Marriott portfolio was acquired in Jan 2020.

<sup>&</sup>lt;sup>2</sup> Values are stated as future values (US\$820.9 mil in today's values). Stabilization for ARA H-Trust properties is anticipated around 2024.

## **Secure Financial and Liquidity Position**



As at 31 Dec 2020

	As at 30 Sep 2020	As at 31 Dec 2020
NAV per Stapled Security	US\$0.75	US\$0.62
Cash Balance	US\$19.6 mil	US\$26.8 mil
Total Debt Outstanding	US\$349.2 mil	US\$354.7 mil
Aggregate Leverage Ratio	43.0%	48.2%
Weighted Average Debt Maturity	3.3 years	3.0 years
Average Cost of Debt (p.a.)	3.5%	3.4%

<sup>\*</sup>Lender banks have provided further extension to the financial covenant waiver up to Jun 2021



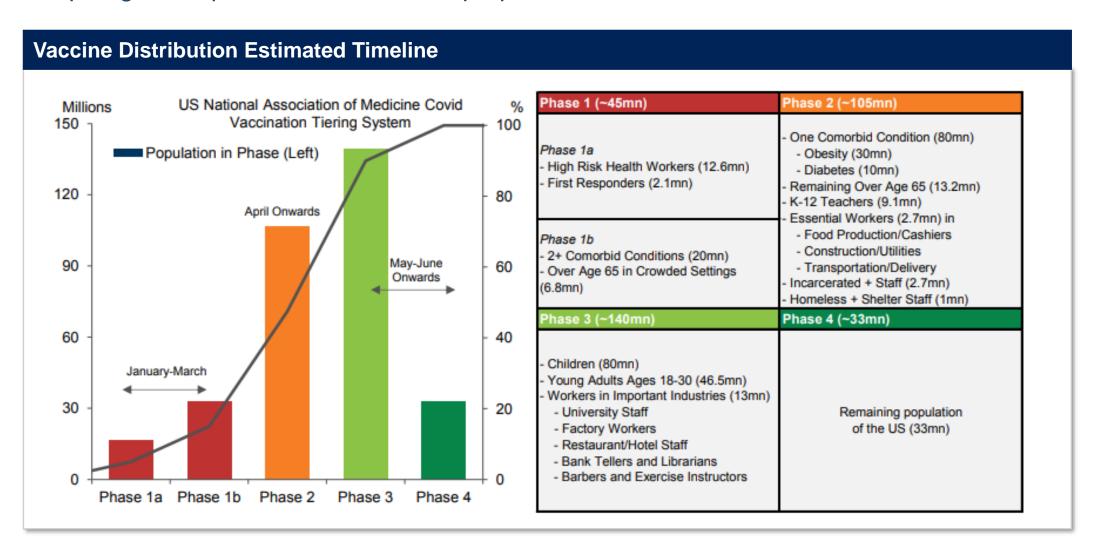


CHARTING THE PATH TO RECOVERY

## U.S. Population Potentially Fully Vaccinated by 3Q 2021



Rollout pit against speed with further ramp up in allocation and distribution



## Pent-up Demand, Restored Travel Confidence to Drive Recovery



Travel remains an important entitlement and expenditure to consumers



**99%** of U.S. travelers are eager and plan to travel again once COVID-19 travel restrictions ease



**70%** plan to take a holiday in 2021



**42%** of travel advisors reported renewed interest in smaller, regional meetings and conferences



**83%** believe that a vaccine will restore travel confidence

#### **Select Service Hotels to Potentially Lead in Recovery**



Recovery pace dependent on easing of restrictions and speed of effective vaccination





• Domestic leisure drive

Weekend

leisure

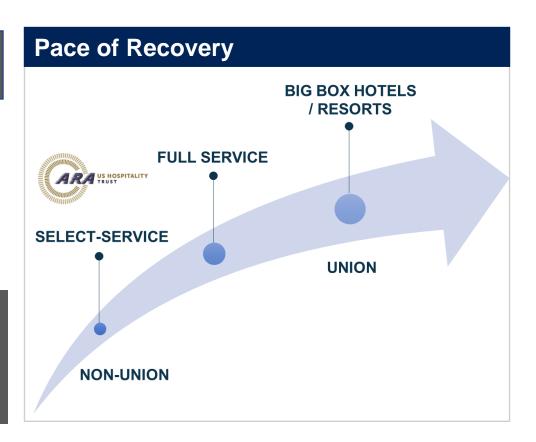
• Domestic leisure fly

- Essential meetings
- Small & medium events
- Regional international

Final Phase Begins 3Q 2021



- Large events
- Long-haul international



Source: STR, JLL Research

## **Proactive, Hands-on Implementation of Key Initiatives**



Managers' hotel expertise critical in directing path to recovery

#### **Sales and Marketing Revenue Management** Team upgrade Optimal pricing strategies Above property support Team upgrade and alignment Collaboration with revenue management Inventory management Brand initiatives and tools Brand training Digital acquisition strategy Incentive programs Reputation management Upgrade in room types and upsell Service vendor procurement and cost merchandising reductions Ancillary revenue streams **Cost Management Asset Enhancement** Labor efficiency focus Guest appeal initiatives OTAs commissions audit Technology upgrades Utility expense reviews Energy efficiency initiatives Property tax appeals Automated monitoring tools Property insurance review Long-term building systems Hotel shuttle van assessment preservation

Scaled down F&B offering

#### **Three-pronged Strategy for Long-Term Value Creation**



Focused on delivering sustainable and stable returns to Stapled Securityholders



Proactive Asset Management

Active, hands-on portfolio management to improve NPI and enhance portfolio value



Prudent Capital Management

Optimizing capital structure to provide financial flexibility and maintain strong balance sheet



Yield-accretive Investment Management

Pursue acquisition opportunities to increase returns and enhance portfolio diversification

# **Thank You**

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