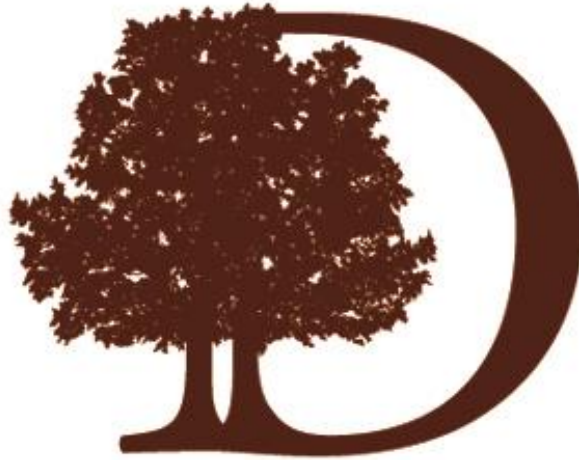


2018 BUSINESS PLAN



DOUBLETREE

BY HILTON™

BOSTON – ROCKLAND

Executive Summary

Prior Year's Hotel Performance Overview

The DoubleTree by Hilton of Nashua, Massachusetts achieved an exceptional financial performance in 2018 by outperforming all previous year's revenue results. This record breaking year had a total revenue of \$14,233,115 that exceeded the previous year by \$2,270,862. The average rate improved by \$12.94 versus 2017 and the hotel achieved a \$99.70 RevPAR that was an increase of \$18.50 year over year. The Gross Operating Profit finished at \$5,645,675 that was an increase of \$1,519,478 year over year.

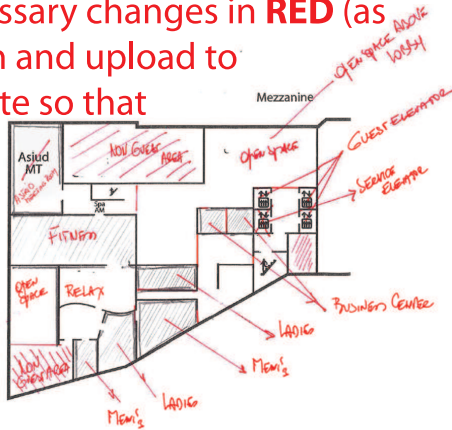
Overall Property Position in the Market

A significant and unexpected demand generator developed late in the third quarter of 2018 with a declaration of state of emergency across the Nashua, North Nashua and Lawrence, Massachusetts communities. This emergency situation involved over-pressurized gas lines causing multiple explosions and simultaneous residential fires across a widespread area. Columbia Gas, a subsidiary of NiSource, was responsible for the gas lines and immediately dispatched hundreds of sub-contracted pipeline crews.

BOSRODT_MA-Rockland
929 Hingham Street

Note to Hotel:

If there are changes, please print the floorplan and mark any necessary changes in **RED** (as shown below), scan and upload to the Blueprintwebsite so that we may make the changes quickly and accurately.



Note to Hotel:

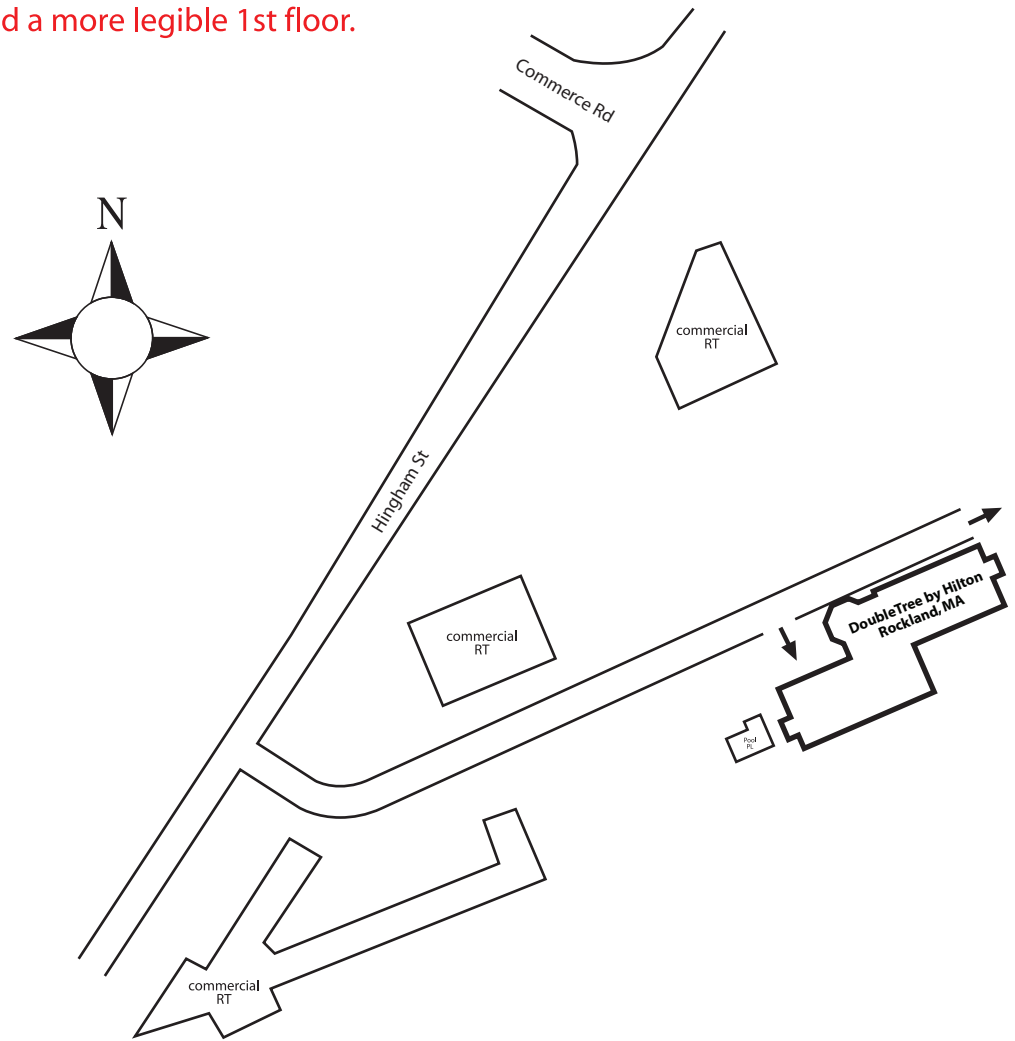
Please Verify Room Numbers and Cross Reference Against Your PM System List Of Rooms.

Room Numbers Must Appear On Floor Plan As They Appear In Your PM System.

Make Sure No Changes Have Been Made To Room Numbers Due To Prior Renovations.

Note to Hotel:

Upload a more legible 1st floor.



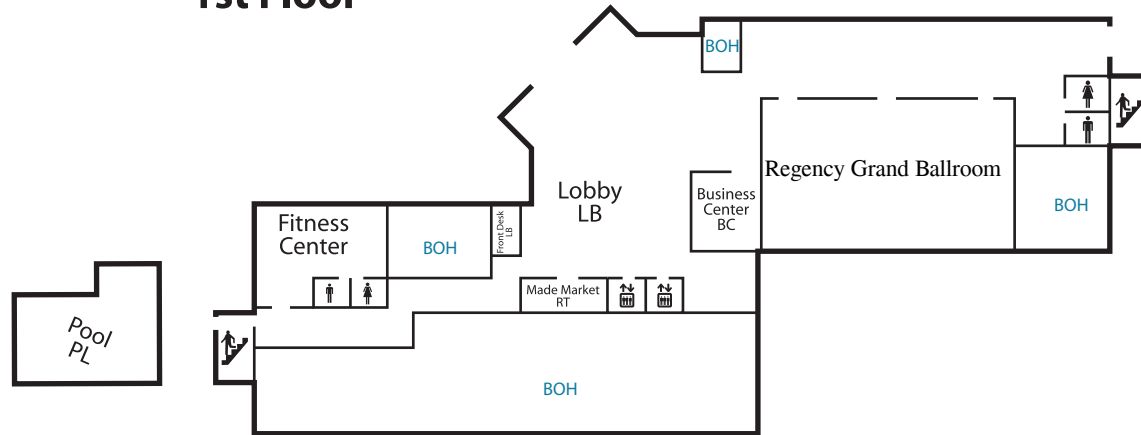
Note to Hotel:

Please Identify and Label:

Front Desk
Lobby/Lounge/Gathering Areas
Gift Shop
Business Center
Breakfast/Dining Area
Restaurants by Name
Mens and Womens Restrooms
Meeting Rooms by Name

Guest Laundry
Fitness Center
Pool
Outdoor Areas
Guest Room Numbers
Connecting Guest Rooms
Label any other guest areas not shown

1st Floor



2nd Floor



3rd Floor



4th Floor



5th Floor



Mission Statement

Mission Statement

Our mission for the Doubletree by Hilton Andover for 2019 is to relentlessly pursue the highest levels of employee and guest satisfaction while maximizing the return on the owner's investment.