

Mission Statement

Our mission for the Doubletree by Hard Rock for 2018 is to relentlessly pursue the highest levels of employee and guest satisfaction while maximizing the return on the owner's investment.

| Month | Food Rev | Room Rental Rev | A/V Rev |
|-----------|------------------|-----------------|-----------------|
| | | | |
| January | \$86,412 | \$12,050 | \$9,495 |
| February | \$32,507 | \$10,700 | \$1,290 |
| March | \$63,507 | \$14,400 | \$7,755 |
| | | \$37,150 | \$18,540 |
| April | \$69,238 | \$13,175 | \$9,745 |
| May | \$77,198 | \$12,850 | \$5,631 |
| | | | |
| June | \$164,585 | \$12,500 | \$37,159 |
| | | \$38,525 | \$52,535 |
| July | \$48,721 | \$9,500 | \$6,135 |
| | | | |
| August | \$54,950 | \$12,150 | \$2,320 |
| | | | |
| September | \$109,328 | \$13,608 | \$3,795 |
| | \$212,999 | \$35,258 | \$12,250 |
| October | \$76,220 | \$28,830 | \$6,247 |
| November | \$41,209 | \$9,900 | \$2,440 |

| Month | Food Rev | Room Rental Rev | A/V Rev |
|-----------|----------|-----------------|---------|
| December | \$42,742 | \$5,825 | \$1,400 |
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| January | 86412 | 12050 | 9495 |
| February | 32507 | 10700 | 1290 |
| March | 63507 | 14400 | 7755 |
| April | 69238 | 13175 | 9745 |
| May | 77198 | 12850 | 5631 |
| June | 164585 | 12500 | 37159 |
| July | 48721 | 9500 | 6135 |
| August | 54950 | 12150 | 2320 |
| September | 109328 | 13608 | 3795 |
| October | 76220 | 28830 | 6247 |
| November | 41209 | 9900 | 2440 |
| December | 42742 | 5825 | 1400 |
| January | 86412 | 12050 | 9495 |
| February | 32507 | 10700 | 1290 |
| March | 63507 | 14400 | 7755 |
| April | 69238 | 13175 | 9745 |
| May | 77198 | 12850 | 5631 |
| June | 164585 | 12500 | 37159 |
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|--------------|-----------------|------------------------|----------------|
| September | 109328 | 13608 | 3795 |
| October | 76220 | 28830 | 6247 |
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| December | 42742 | 5825 | 1400 |

Testing Nashua Caterin

| Beverage Rev | Total | STLY | STLY Variance | 2019 Budget |
|-----------------|------------------|------------------|------------------|------------------|
| | 0 | | \$0 | |
| \$9,556 | \$117,513 | \$40,915 | \$76,598 | \$80,000 |
| \$1,596 | \$46,093 | \$34,361 | \$11,732 | \$82,572 |
| \$3,052 | \$88,714 | \$105,547 | -\$16,833 | \$125,520 |
| \$14,204 | \$252,320 | | \$71,497 | \$288,092 |
| \$5,255 | \$97,413 | \$87,626 | \$9,787 | \$131,380 |
| \$4,478 | \$100,157 | \$105,605 | -\$5,448 | \$136,432 |
| | | | | |
| | | | | |
| \$10,632 | \$224,876 | \$66,026 | \$158,850 | \$150,180 |
| \$20,365 | \$422,446 | \$259,257 | \$163,189 | \$417,992 |
| \$2,807 | \$67,163 | \$13,467 | \$53,696 | \$71,382 |
| | | | | |
| \$6,174 | \$75,594 | \$76,439 | -\$845 | \$73,223 |
| | | | | |
| \$6,162 | \$132,893 | \$71,056 | \$61,837 | \$96,460 |
| \$15,143 | \$275,650 | \$160,962 | \$114,688 | \$241,065 |
| \$10,699 | \$121,996 | \$96,003 | \$25,993 | \$151,440 |
| \$0 | \$53,549 | \$52,734 | \$815 | \$111,800 |

| Beverage Rev | Total | STLY | STLY Variance | 2019 Budget |
|--------------|-------------|-----------|------------------|-------------|
| \$8,545 | \$58,512 | \$67,120 | -\$8,608 | \$167,397 |
| | | | | |
| | | | | |
| \$19,244 | \$234,057 | \$215,857 | \$18,200 | \$430,637 |
| \$68,956 | \$1,184,473 | \$636,076 | \$367,574 | \$1,377,786 |
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| 9556 | 117513 | \$40,915 | | 80000 |
| 1596 | 46093 | \$34,361 | | 82572 |
| 3052 | 88714 | \$105,547 | | 125520 |
| 5255 | 97413 | \$87,626 | | 131380 |
| 4478 | 100157 | \$105,605 | | 136432 |
| 10632 | 224876 | \$66,026 | | 150180 |
| 2807 | 67163 | \$13,467 | | 71382 |
| 6174 | 75594 | \$76,439 | | 73223 |
| 6162 | 132893 | \$71,056 | | 96460 |
| 10699 | 121996 | \$96,003 | | 151440 |
| 0 | 53549 | \$52,734 | | 111800 |
| 8545 | 58512 | \$67,120 | | 167397 |
| 9556 | 117513 | \$40,915 | | 80000 |
| 1596 | 46093 | \$34,361 | | 82572 |
| 3052 | 88714 | \$105,547 | | 125520 |
| 5255 | 97413 | \$87,626 | | 131380 |
| 4478 | 100157 | \$105,605 | | 136432 |
| 10632 | 224876 | \$66,026 | | 150180 |
| 2807 | 67163 | \$13,467 | | 71382 |
| 6174 | 75594 | \$76,439 | | 73223 |

| Beverage Rev | Total | STLY | STLY Variance | 2019 Budget |
|---------------------|--------------|-------------|--------------------------|--------------------|
| 6162 | 132893 | \$71,056 | | 96460 |
| 10699 | 121996 | \$96,003 | | 151440 |
| 0 | 53549 | \$52,734 | | 111800 |
| 8545 | 58512 | \$67,120 | | 167397 |

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| CY Var to Budget | 2018 Total | CY Var to 2018 | Prospect | Tentative |
|-------------------------|-------------------|-----------------------|-----------------|------------------|
| 0 | | \$0 | | |
| \$37,513 | \$35,504 | \$82,009 | \$5,390 | \$0 |
| -\$36,479 | \$34,111 | \$11,982 | \$0 | \$0 |
| -\$36,806 | \$82,076 | \$6,638 | \$1,313 | \$0 |
| | | | | |
| -\$35,772 | \$151,691 | \$100,629 | | |
| -\$33,967 | \$112,681 | -\$15,268 | \$0 | \$0 |
| -\$36,275 | \$122,321 | -\$22,164 | \$350 | \$0 |
| | | | | |
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| | | | | |
| \$74,696 | \$77,247 | \$147,629 | \$450 | \$0 |
| | | | | |
| \$4,454 | \$312,249 | \$110,197 | \$800 | \$0 |
| -\$4,219 | \$15,389 | \$51,774 | \$1,250 | \$0 |
| | | | | |
| \$2,371 | \$67,287 | \$8,307 | \$275 | \$0 |
| | | | | |
| | | | | |
| \$36,433 | \$76,161 | \$56,732 | \$0 | \$0 |
| | | | | |
| \$34,585 | \$158,837 | \$116,813 | \$1,525 | \$0 |
| -\$29,444 | \$108,112 | \$13,884 | \$0 | \$0 |
| -\$58,251 | \$55,277 | -\$1,728 | \$13,376 | \$2,700 |

[illegible]

| CY Var to Budget | 2018 Total | CY Var to 2018 | Prospect | Tentative |
|-----------------------------|-------------------|-----------------------|-----------------|------------------|
| 36435 | 71056 | | 0 | 0 |
| -29442 | 96129 | | 0 | 0 |
| -58250 | 60097 | | 13376 | 2700 |
| -108884 | 106660 | | 6607 | 13489 |

| Comments | Strategies |
|---|--|
| | |
| | |
| NE Mastertrack (repeat) Hilton GWOS 3/11-3/15 & Linchris WOS 3/25-29 | Spring promo to run mid-March through mid-June; promote February through June. |
| | |
| Includes \$20k for Easter food and \$1k for beverage | Quarterly wedding venue visit with promo |
| SNHU booking was in 2018. Hannaford \$15,000. AQS \$8,000 - both Hannaford and AQS used DMP | Spring Promo to run April through mid-July; promote in April/May Focus on relationships with outside wedding venues; created promotion for newly engaged for both onsite weddings and rooms only. Created Labelle Winery promotion for post-wedding breakfast and suite upgrades for 2019 weddings. |
| SNHU & FIRST | Summer promo to run mid-June through mid-September; promote May through September Client event |
| | |
| | Christmas in July promo/blitz with SMERF Group Sales manager to promote holiday parties and room blocks. |
| SNHU LY | Soliciting past bookings and soliciting comp set market past bookings for short term July, Aug and Oct business. Sharing summer promo, triple points, DMP packages |
| SNHU & Hockey Boosters | Fall promo to run mid-September through mid-November; promote August through November |
| | |
| Wire Belt, Women's Church - LY not yet booked but solicited | Heavy promotions. Competitive quoting. |
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| Comments | Strategies |
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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.