

Investor Presentation

FEBRUARY 2022



ANDAZ MAUI AT WALEA RESORT

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This investor presentation, and the related discussion, also contain certain non-GAAP financial measures, which should be considered only as supplemental to, and not as superior to, financial measures prepared in accordance with generally accepted accounting principles ("GAAP"). Please refer to the Reconciliations & Supplemental Information section of this presentation for a reconciliation of these non-GAAP financial measures to the most directly comparable financial measures prepared in accordance with GAAP and definitions and calculation methodologies used for other defined terms used in this presentation.

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Company Overview



Key Highlights – Q4 2021

\$269
MILLION

of pro forma
Hotel EBITDA⁽¹⁾

\$242
MILLION

of Adjusted EBITDAre⁽¹⁾

\$1.8
BILLION

of total available liquidity,
including approximately \$144
million of FF&E reserves and
\$1.5 billion available under
the credit facility revolver⁽²⁾

\$68
MILLION

amount that Adjusted
EBITDAre exceeded
interest expense and
capital expenditures⁽¹⁾

+13%
RevPAR

Q4 2021 pro forma RevPAR
compared to Q3 2021

70
HOTELS

achieved positive hotel-level
operating profit in Q4 2021

Includes:

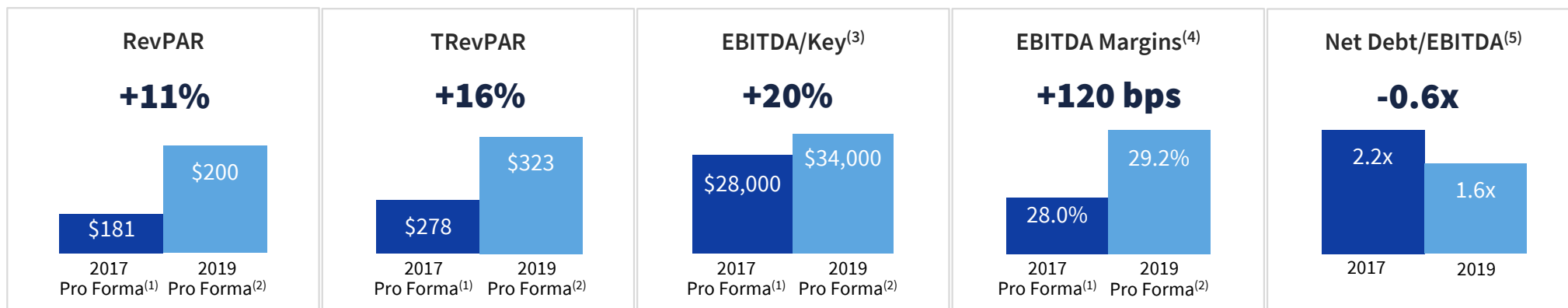
- SF Marriott Marquis
- Three NYC hotels
- Two downtown Boston hotels

1) In Q4 2021, net income was \$323 million, interest expense was \$40 million excluding \$23 million of refinancing costs, and capital expenditures totaled \$134 million. See Reconciliations & Supplemental Information for reconciliation of comparable GAAP measures.

2) As of February 16, 2022.

Company Dashboard

Since 2017, we have significantly **improved revenue** and **profitability metrics** for our iconic and irreplaceable portfolio prior to the onset of the COVID-19 pandemic.



HOTELS		
2017 ⁽⁶⁾	2022 ⁽⁶⁾	CHANGE
NUMBER OF HOTELS		
94	80	(14)
KEY COUNT		
52,600	44,400	(7,200)

HOST EMPLOYEES		
2017 ⁽⁶⁾	2022 ⁽⁶⁾	CHANGE
HOST EMPLOYEES		
208	160	(48)
AVERAGE TENURE		
10 years	13 years	+3

CORPORATE RESPONSIBILITY		
LEED CERTIFIED + LEED PIPELINE		
2017	2022	CHANGE
4 Certified + 2 Pipeline	7 Certified + 16 Pipeline	+283%
GREENHOUSE GAS EMISSIONS/\$1M REVENUE		
2017	2019	IMPROVEMENT
76.8 MTCO2e	63.6 MTCO2e	+17%

1) 2017 pro forma is based on full year results for all hotels owned as of December 31, 2017.

2) 2019 pro forma includes all owned hotels as of February 16, 2022, except for the 165-key AC Scottsdale North which opened in January 2021 and the Laura Hotel, acquired in July 2021, which opened in Q4 of 2021.

3) 2017 net income per key and 2019 net income per key were \$11,000 and \$21,000, respectively. See Reconciliations & Supplemental Information for reconciliations of net income to EBITDA.

4) Hotel-Level EBITDA Margin is a non-GAAP financial metric. 2017 and 2019 operating profit margins (pro forma) were 12.5% and 14.6%, respectively. See Reconciliations and Supplemental Information for reconciliations.

5) Net Debt/EBITDA is a non-GAAP financial measure calculated based on the Company's credit facility. Net debt to net income using GAAP metrics was 6.9x and 4.1x for 2017 and 2019, respectively. See Reconciliations and Supplemental Information for reconciliations.

6) 2017 is as of December 31, 2017 and 2022 is as of February 16, 2022.

2022 Outlook

OPERATIONAL OUTLOOK:

Subject to impacts from known and future COVID variants

- ▶ We expect sequential quarterly RevPAR improvements driven by demand growth across our portfolio and continued rate strength at our resorts
- ▶ We expect a continued ramp-up in business transient and group business alongside sustained strength in leisure

ANNUAL ASSUMPTIONS:



Corporate & Other Expenses

\$103 - \$106 million



Interest Expense

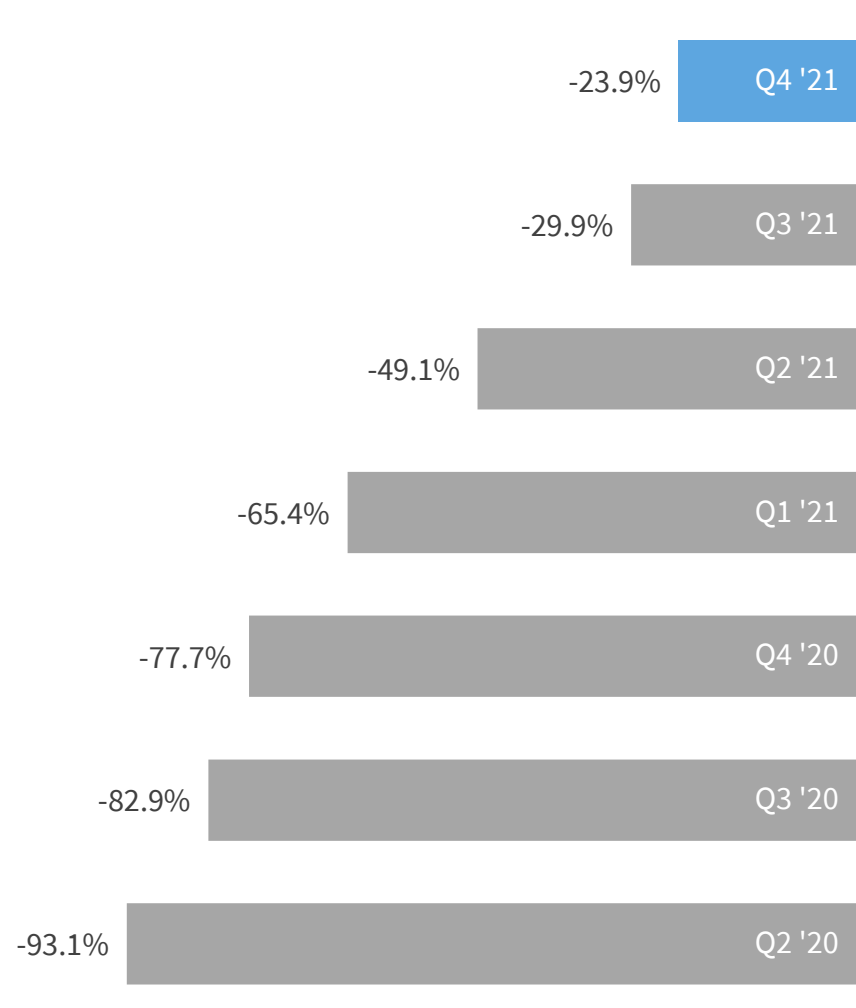
\$146 - \$149 million



Capital Expenditures

\$500 - \$600 million

RevPAR Change vs. 2019⁽¹⁾



1) Results are for all owned hotels on a pro forma basis for acquisitions/dispositions through February 16, 2022. The AC Hotel Scottsdale North is a new development hotel that opened in January 2021 and The Laura Hotel in Houston re-opened under new management in November 2021. Therefore, no adjustments were made for results of those hotels for periods prior to their openings. See Reconciliations & Supplemental Information for further explanation of pro forma adjustments.

Investment Thesis

Capital Allocation Track Record

Accretive capital recycling since current management team began transitioning the portfolio in 2017.

EBITDA Multiples⁽¹⁾

DISPOSITIONS

\$4.5B @ 17x

\$981M @ 15.4x

ACQUISITIONS

\$3.2B @ 14x

\$1.6B @ 13.0x

EBITDA Growth Profile

Targeting \$267 - \$342 million of incremental future stabilized EBITDA on a 2019 base of \$1.4 billion (as adjusted for dispositions) through three strategic objectives and acquisitions (see slides 10 and 31 for more detail).

\$267 - \$342M

targeted incremental future stabilized EBITDA⁽²⁾
on a 2019 base of

\$1.4B

THE DON CESAR

- 1) Disposition multiples are calculated as the ratio between the sales price (plus avoided capital expenditures) and EBITDA on a TTM basis from the disposition date for 2018 – 2019 dispositions, while the 2020 – 2022 dispositions use 2019 full year results as the TTM are not representative of normalized operations. For 2018 – 2022 YTD dispositions, combined avoided capital expenditures over the 5 years following the disposition dates totaled \$793 million. The disposition net income multiple is 28x. For 2021 – 2022 YTD dispositions, combined avoided capital expenditures over the 5 years following the disposition dates totaled \$290 million. The 2021 – 2022 YTD disposition net income multiple is 24x. Acquisition multiples are based on 2019 operations except for Baker's Cay Resort Key Largo, which is based on 2021 forecast operations at acquisition, as the property was under renovation and closed for part of 2019; The Laura Hotel which is based on estimated normalized results that assume results are in-line with the 2019 results of comparable Houston properties, as the property was re-opened with a new manager and brand in 2021; the Alila Ventana Big Sur which is based on 2021 forecast operations at acquisition as the property was under renovation for part of 2019; and The Alida, Savannah, which adjusts for construction disruption to the surrounding Plant Riverside District and for initial ramp-up of hotel operations. Acquisition EBITDA includes an upward adjustment of \$13 million to reflect normalized operations for both The Laura Hotel and The Alida, Savannah. The 2018 – 2022 YTD acquisition net income multiple is 23x. The 2021 – 2022 YTD acquisition net income multiple is 21x. See Reconciliations and Supplemental Information for reconciliations.
- 2) The 2019 base excludes operations for five hotels sold in October 2021, one hotel sold in December 2021, and one hotel sold in February 2022. These results are illustrative only and actual results are expected to vary from these targets. See footnotes on slides 10 and 31 for factors that may cause actual results to vary.

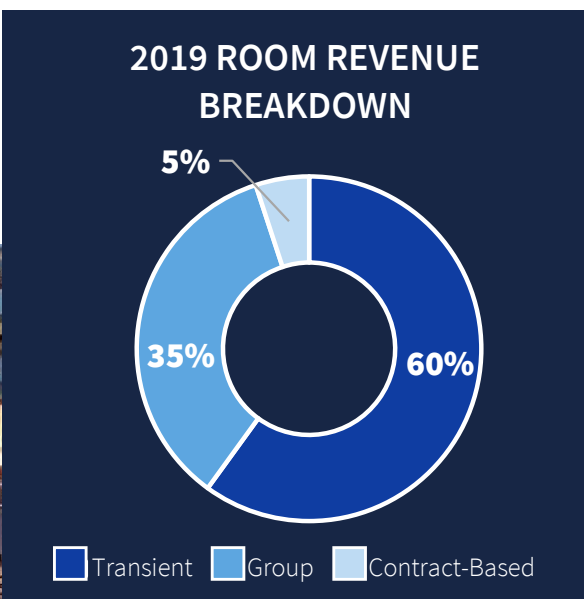
Investment Thesis

Strong Balance Sheet

- ▶ Only investment grade rating among lodging REITs⁽¹⁾
- ▶ \$1.8 billion in total available liquidity as of February 16, 2022, including approximately \$144 million of FF&E reserves and \$1.5 billion available under credit facility
- ▶ Entered the pandemic at 1.6x leverage⁽²⁾ which allowed us to invest opportunistically in the portfolio during a period of reduced demand and deploy capital to acquire assets

Diverse Portfolio

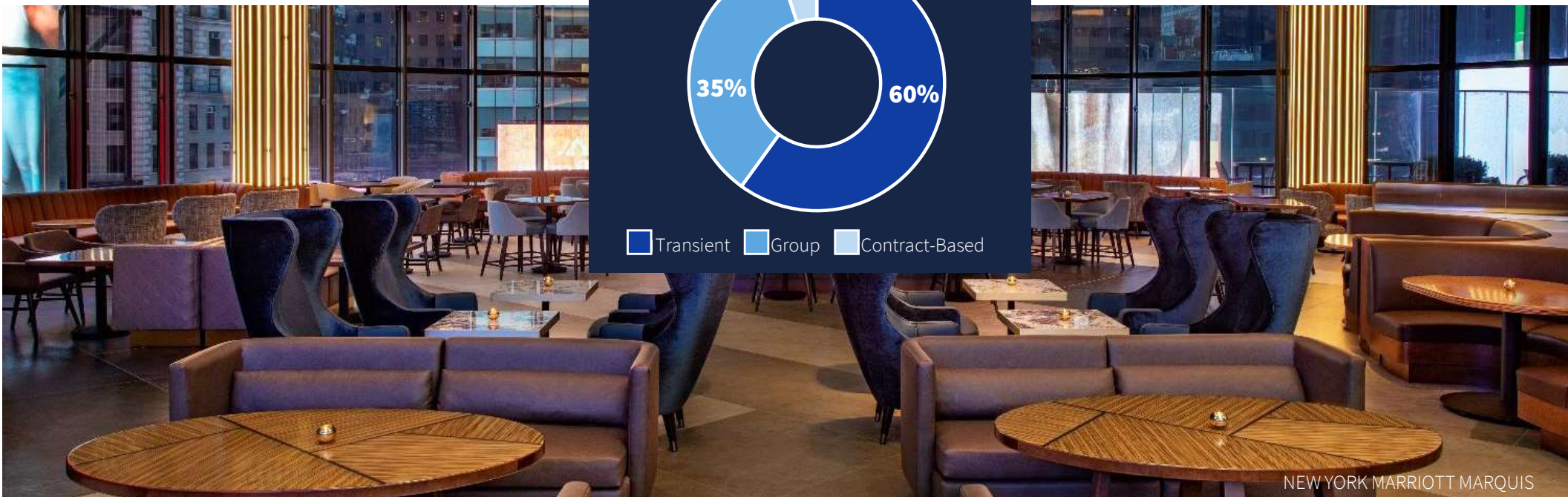
Geographic EBITDA diversification: no market accounts for more than 10% of 2019 pro forma hotel EBITDA⁽³⁾



Size, Scale & Reputation

Allows us to leverage multiple fronts:

- ▶ Operational benchmarking and analytic capability
- ▶ Ability to source off-market transactions and close with certainty
- ▶ Branded portfolio allows us to redefine the operating model and implement broad changes efficiently



1) A securities rating is not a recommendation to buy, sell or hold securities and may be subject to revision or withdrawal at any time. Credit ratings are subject to change depending on financial and other factors.

2) Host leverage ratio is calculated using Host's credit facility definition. Leverage ratio using GAAP metrics at December 31, 2019, was 4.1x. See Reconciliations and Supplemental Information for reconciliation of the credit facility leverage to GAAP leverage ratio.

3) No market accounts for more than 10% of 2019 hotel net income. See Reconciliations & Supplemental Information for reconciliations of net income to EBITDA.

Strategic Objectives



REDEFINING THE OPERATING MODEL

\$100-\$150M

Represents ~3 – 4% of pro forma
2019 hotel-level expenses⁽¹⁾



SEEKING TO GAIN MARKET SHARE

\$22 - \$37M

Targeted incremental Hotel EBITDA on a stabilized
annualized basis based on 2019 performance⁽¹⁾



ALLOCATING CAPITAL STRATEGICALLY

\$25 - \$35M

Targeted incremental Hotel EBITDA on a stabilized
annualized basis⁽¹⁾ with targeted completion by Q4 2022

OVERVIEW

- ▶ Driving efficiencies through the cross-utilization of management functions
- ▶ Reducing the fixed component of above-property charges
- ▶ Adapting brand standards for greater relevancy and adopting productivity-enhancing technologies

- ▶ 3 – 5 points of RevPAR index share gains targeted at 24 renovated assets⁽²⁾
- ▶ Includes 16 Marriott Transformational Capital Program (MTCP) renovations plus 8 additional major renovations from 2018 to estimated completion dates through 2023

Low-to-mid teens cash-on-cash return⁽³⁾ targeted:

- ▶ AC Scottsdale North (165-key development)
- ▶ Andaz Maui (19 new, 2-bedroom luxury villas)
- ▶ The Ritz-Carlton Naples (24 net new keys)
- ▶ Orlando World Center Marriott (60k SF of additional meeting space and aquatic park)

PROGRESS TO DATE

- ▶ Our operators have taken initial steps towards **50% to 60%** of the potential long-term cost reductions based on pro forma 2019 revenues

- ▶ MTCP **85% complete** at year end 2021 (12/16 assets)
- ▶ Coronado Island Marriott saw RevPAR Index share gain of **12.6 points** post MTCP (see slide 33 for more detail)
- ▶ Other results not yet comparable due to COVID

- ▶ Andaz Maui Villas (completed in Q2 2021) finished 2021 at **52% occupancy with ADR over \$1,800** versus underwriting at 34% occupancy with ADR nearly \$1,400
- ▶ 1 Hotel South Beach ROI Beach Club enhancements completed in 2020 have led to over **\$3.5 million** in incremental revenues with returns exceeding underwriting

¹⁾ The target cost reductions and incremental Hotel EBITDA are tied to returning to 2019 business levels and actual savings realized or incremental Hotel EBITDA achieved will be subject to change and there is no guarantee that we will achieve these targets (see slide 2 - Forward Looking Statements). Cost reductions may be offset by future growth in expenses such as wages and are subject to negotiation with our hotel managers, while incremental Hotel EBITDA will be affected by the success of our hotel renovations in gaining market share. Incremental net income (loss) at the targeted EBITDA range for the renovations at 24 hotels is estimated to be \$(21) million to \$(6) million and for the four ROI development projects is estimated to be \$17 million to \$27 million. See Reconciliations & Supplemental Information for reconciliations to comparable GAAP measures.

²⁾ Index gains targets are being calculated based on 2019 performance levels or trailing twelve months leading up to the beginning of renovation if renovations occurred in 2019.

³⁾ Cash on cash returns are calculated as the incremental increase in cash flow from operations as a result of the project, net of FF&E contributions, divided by the investment net of rebates.

Balance Sheet

Strong credit profile and investment grade balance sheet provides **flexibility** and **optionality**.

TOTAL AVAILABLE LIQUIDITY

\$1.8B

Total availability liquidity as of February 16, 2022, including approximately \$144 million of FF&E reserves and \$1.5 billion available under credit facility

INVESTMENT GRADE RATED⁽¹⁾

AGENCY	RATING	OUTLOOK
Moody's	Baa3	Negative
S&P	BBB-	Negative
Fitch	BBB-	Stable
Only investment grade rated lodging REIT		

UNENCUMBERED

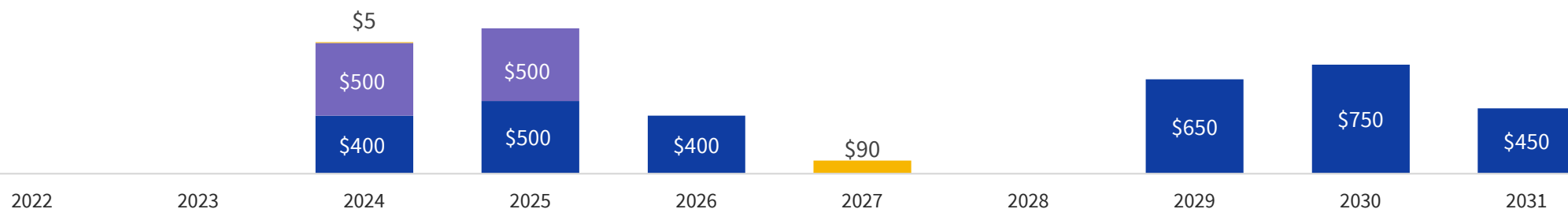
99%

of the consolidated portfolio is unencumbered by debt

MATURITY SCHEDULE (\$ in millions)⁽²⁾

No material maturity until January 2024
5.5 years of weighted debt maturity
3.4% weighted average interest rate

■ Senior Notes ■ Term Loan ■ Revolver ■ Mortgage and Other Debt⁽³⁾



1) A securities rating is not a recommendation to buy, sell or hold securities and may be subject to revision or withdrawal at any time. Credit ratings are subject to change depending on financial and other factors.

2) The Term Loan, due January 2024, can be extended up to one year by exercising extension options subject to certain conditions, including payment of a fee. The \$683 million Revolver balance at December 31, 2021 was repaid in full on February 11, 2022.

3) Mortgage and Other Debt excludes principal amortization of \$2 million each year from 2022-2027 for the mortgage loan that matures in 2027.



Recent Progress

Capital Allocation Update

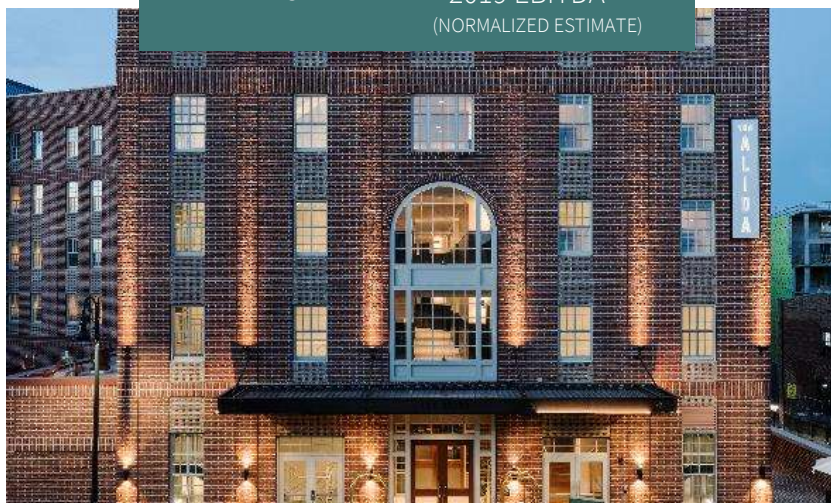
The Alida, Savannah Acquisition

173-key fee simple boutique hotel located in Savannah's Historic District; recently developed and opened in October 2018

\$103 | 12.1x

MILLION

2019 EBITDA⁽¹⁾
(NORMALIZED ESTIMATE)



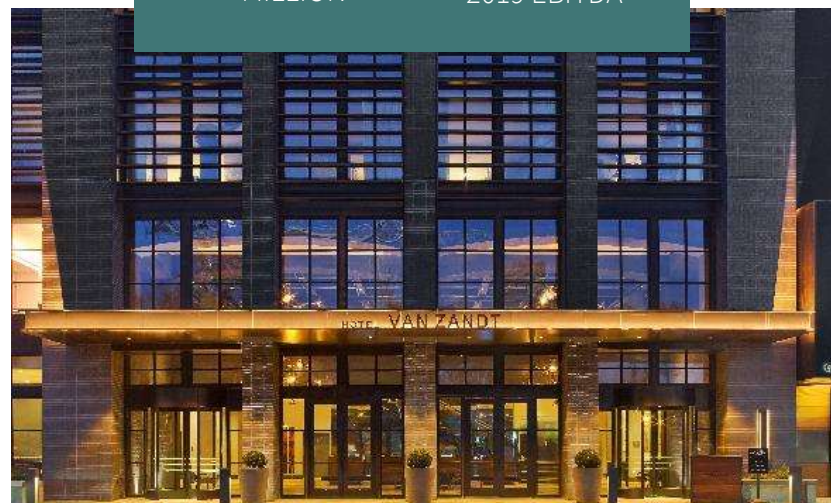
Hotel Van Zandt Acquisition

319-key, luxury lifestyle hotel located in Austin's Rainey Street entertainment district; recently developed and opened in 2015

\$242 | 13.2x

MILLION

2019 EBITDA⁽¹⁾



W Hollywood

305

KEYS
(ground lease)

\$197

MILLION

25.0x

2019 EBITDA⁽¹⁾

DISPOSITIONS



Sheraton Boston

1,220

KEYS

\$233

MILLION

14.2x

2019 EBITDA⁽¹⁾

1) Consistent with industry standard, we calculate the EBITDA multiple as the ratio of the purchase price (plus avoided capital expenditures for dispositions) to the property's EBITDA. EBITDA is a non-GAAP measure. For The Alida, Savannah, the comparable GAAP metric using normalized net income is the ratio of the purchase price to 2019 net income of 20x, which includes an upward adjustment of \$8 million in estimated net income to adjust for construction disruption to the surrounding Plant Riverside District and for initial ramp-up of hotel operations. For Hotel Van Zandt, the comparable GAAP metric using 2019 net income is the ratio of the purchase price to net income of 22.4x. For the W Hollywood and Sheraton Boston, the comparable GAAP metric utilizing 2019 net income is the ratio of the purchase price to net income of 142x and 18x, respectively. Avoided capital expenditures represent \$33 million and \$135 million of estimated spend requirements for the W Hollywood and Sheraton Boston, respectively, including escrow funding over the next 5 years. Reconciliation of net income to EBITDA is available at the end of this presentation.

Acquisition: The Alida, Savannah

RATIONALE

- ▶ Strong 2019 estimated normalized EBITDA multiple (12.1x) with targeted stabilized EBITDA multiple of 11x – 12x in 2024 – 2025⁽¹⁾ (see slides 18 and 20)
- ▶ Newly constructed high-quality hotel opened in October 2018; no near-term capex expected
- ▶ Directly adjacent to demand drivers such as the historic district and the newly-opened Plant Riverside District
- ▶ Favorable operating cost environment
- ▶ New market for Host further diversifies portfolio
- ▶ Savannah's 2014-2019 RevPAR CAGR was over 100 bps higher than the US⁽²⁾
- ▶ Drive-to leisure destination with fast-growing feeder markets
- ▶ Increasing airlift and convention center expansion



1) Consistent with industry practice, we calculate the EBITDA multiple as the ratio of the purchase price to the property's EBITDA. EBITDA is a non-GAAP measure. For The Alida, Savannah, the comparable GAAP metric using net income is the ratio of the purchase price to 2019 net income of 20x, and the comparable GAAP metric using estimated stabilized net income is the ratio of the purchase price to net income of 18.2x. Stabilized EBITDA/net income multiple targets are illustrative only and actual results are expected to vary. See slide 2 for factors that may cause results to be materially different from these targets. Reconciliation of net income to EBITDA is available at the end of this presentation.

2) Source: STR, Inc. a CoStar company, Host Hotels & Resorts Enterprise Analytics, Strategic Insight; December 2021.

Acquisition: The Alida, Savannah

Hotel Overview

- ▶ 173-room boutique hotel located in Savannah's historic district (one block from the Savannah River)
- ▶ Rooms average 371 SF with high ceilings, hardwood floors, marble baths and built-in window seats
- ▶ Tribute Portfolio by Marriott
- ▶ Fee-simple and unencumbered by debt

Hotel Features

- ▶ 11,570 SF of meeting space (5,170 indoor)
- ▶ Four F&B outlets, gift shop, and street-front retail space
- ▶ Engaging social pool deck at the rooftop pool

Capex Requirements

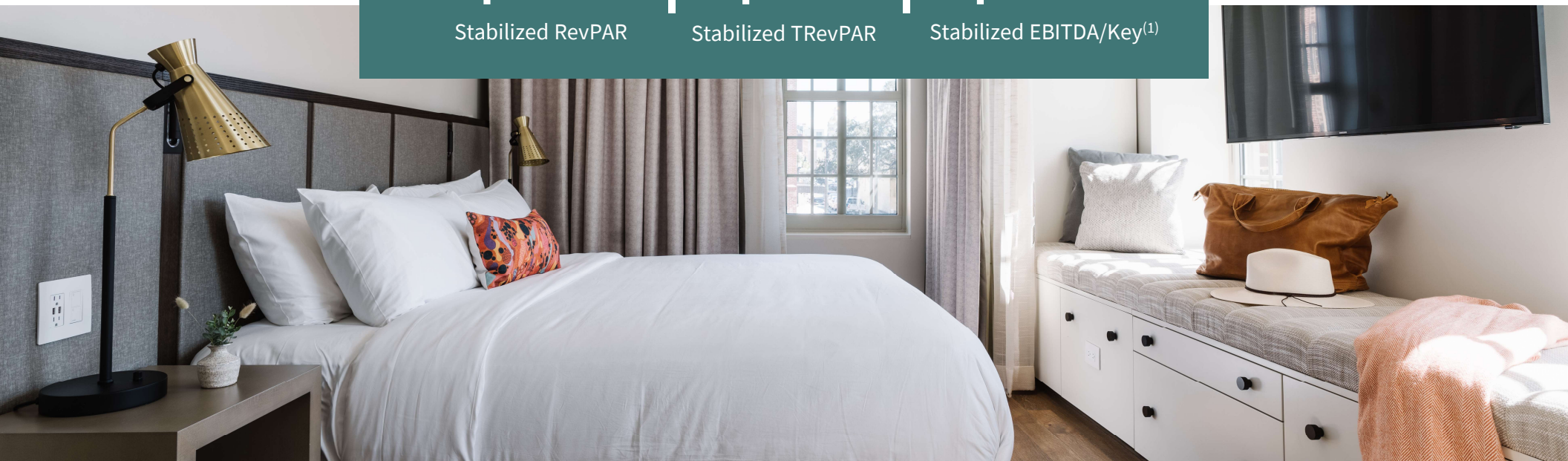
- ▶ New asset opened in October 2018
- ▶ Minimal capex required in near term

\$242

Stabilized RevPAR

\$443

Stabilized TRevPAR

\$52kStabilized EBITDA/Key⁽¹⁾

1) The comparable GAAP metric utilizing 2024-2025 forecast stabilized net income for this hotel is \$33,000 per key. Stabilized EBITDA/net income multiple targets are illustrative only and actual results are expected to vary. See slide 2 for factors that may cause results to be materially different from these targets. See Reconciliations and Supplemental Information for reconciliation of net income to EBITDA.

Acquisition: Hotel Van Zandt

RATIONALE

- ▶ Strong 2019 EBITDA multiple (13.2x) with targeted stabilized EBITDA multiple of 10x – 12x in 2025 – 2027⁽¹⁾ (see slides 18 & 20)
- ▶ 2019 performance metrics rank in Host's portfolio: EBITDA margin (4th), EBITDA per key (10th), RevPAR and TRevPAR (15th)
- ▶ New construction luxury lifestyle product opened in 2015
- ▶ Brand and management flexibility
- ▶ Additional F&B ROI opportunities not reflected in our underwriting have been identified
- ▶ Iconic and irreplaceable fee simple location in the Rainey Street district, the most popular entertainment district in downtown Austin
- ▶ Austin has been a major beneficiary of corporate and population relocation and benefits from recurring annual entertainment events



1) Consistent with industry standard, we calculate the EBITDA multiple as the ratio of the purchase price to the property's EBITDA. EBITDA is a non-GAAP measure. For Hotel Van Zandt, the comparable GAAP metric using 2019 net income is the ratio of the purchase price to net income of 22.4x. The comparable GAAP metric using estimated stabilized net income is 15.8x. Stabilized EBITDA/net income multiple targets are illustrative only and actual results are expected to vary. See slide 2 for factors that may cause results to be materially different from these targets. Reconciliation of net income to EBITDA is available at the end of this presentation.

Acquisition: Hotel Van Zandt

Hotel Overview

- ▶ Fee simple in the heart of Austin's downtown Rainey Street main entertainment district
- ▶ 319 keys ranging from 330 to 1,100 SF
- ▶ 52 suites
- ▶ Developed as a luxury lifestyle property, well aligned to Austin's guest preferences

Hotel Features

- ▶ 13,000 SF indoor meeting space, including 5,200 SF ballroom, 2,000 SF junior ballroom
- ▶ Rooftop pool with outdoor bar
- ▶ F&B outlet with stage and nightly live music & lobby coffee bar
- ▶ Fitness center
- ▶ Underground parking garage

Capex Requirements

- ▶ Recently developed and opened in 2015
- ▶ No significant near-term capex expected

\$244

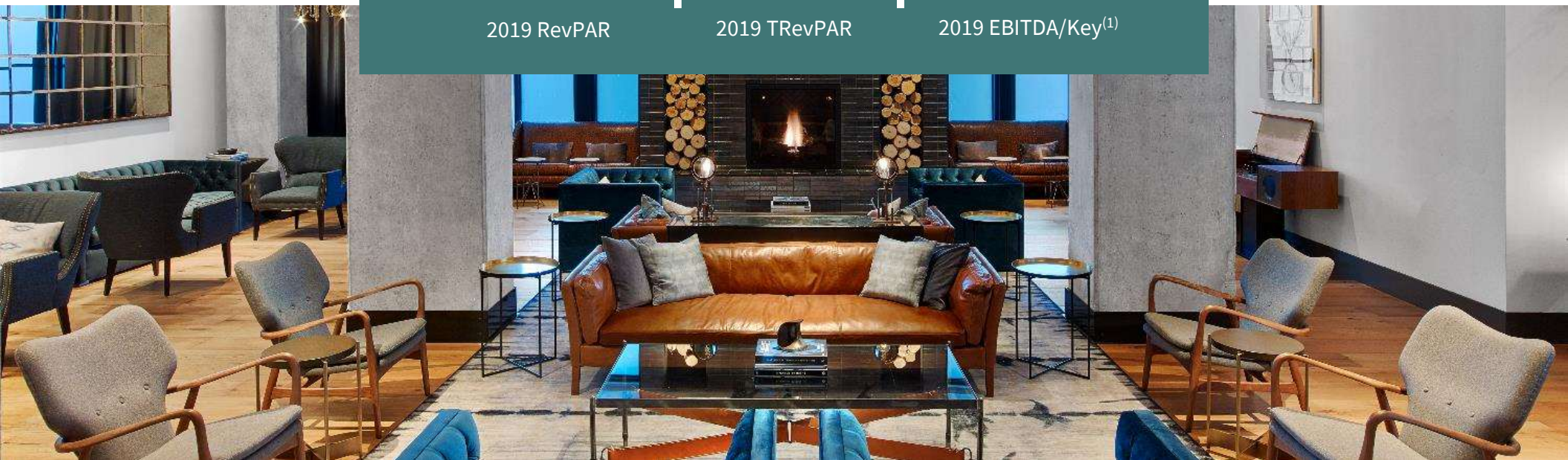
2019 RevPAR

\$410

2019 TRevPAR

\$57k

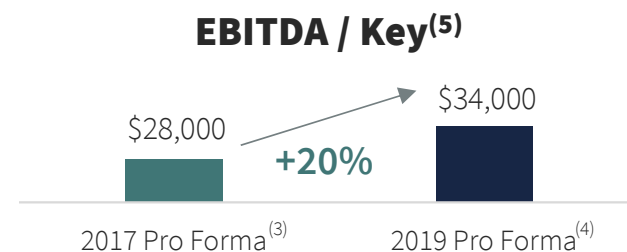
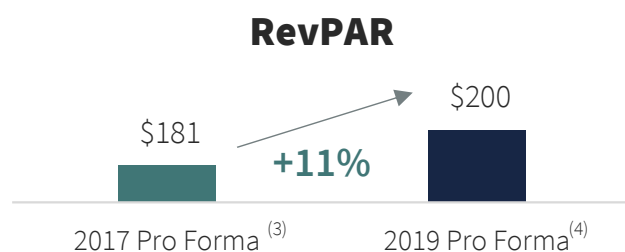
2019 EBITDA/Key⁽¹⁾



1) The comparable GAAP metric utilizing 2019 net income for this hotel is \$34,000 per key. See Reconciliations and Supplemental Information for reconciliation of net income to EBITDA.

2021 Hotel Acquisitions Summary

	Price (millions)	Keys	EBITDA Multiple at Acquisition ⁽¹⁾	EBITDA per Key ⁽¹⁾	Stabilized EBITDA Multiple ⁽¹⁾	Stabilization Timeframe Target	Off- Market?
Hyatt Regency Austin	\$161	448	8.8x	\$40,700	7x – 9x	2024-2025	Yes
Four Seasons Resort Orlando at Walt Disney World® Resort	\$610	444	16.8x	\$81,500	12x – 14x	2023-2025	Yes
Baker's Cay Resort	\$200	200	14.5x	\$69,000	12x – 14x	2023-2025	Yes
The Laura Hotel	\$65	223	9.2x	\$31,400	7x – 9x	2024-2026	Yes
Alila Ventana Big Sur	\$150	59	9.3x	\$272,900	8x – 10x	2025-2027	Yes
The Alida, Savannah	\$103	173	12.1x	\$49,300	11x – 12x	2024-2025	No
Hotel Van Zandt	\$242	319	13.2	\$57,200	10x – 12x	2025-2027	No
2021 Rollup	\$1,559⁽²⁾	1,866	13.0x	\$63,300	10x – 12x	-	-



1) We calculate the EBITDA multiple as the ratio of the purchase price to the property's EBITDA and EBITDA per key as the ratio of the property's EBITDA to number of rooms. EBITDA is a non-GAAP measure. The comparable GAAP measures are the ratio of the purchase price to the hotel's net income and the ratio of the property's net income to number of rooms. The comparable GAAP metrics using 2019 net income are as follows: Hyatt Regency Austin, 12x, 12x (stabilized) and \$30,500 per key; The Four Seasons Resort Orlando at Walt Disney World® Resort, 32x, 18x (stabilized) and \$43,500 per key; and Hotel Van Zandt, 22x, 16x (stabilized), and \$34,000 per key. For other acquisitions, 2021 forecast EBITDA was used instead of 2019 EBITDA due to renovations (see Slide 8, footnote 1 for explanations). The comparable GAAP metrics utilizing 2021 forecast net income for these hotels are as follows: Baker's Cay Resort Key Largo, 23x, 20x (stabilized) and \$43,500 per key; and Alila Ventana Big Sur, 14x, 14x (stabilized) and \$177,500 per key. For the Laura Hotel, the comparable GAAP metrics are 13x, 12x (stabilized) and \$22,000 per key and for The Alida, Savannah, 20x, 18x (stabilized), and \$29,500 per key in each case using estimated normalized 2019 net income (see Slide 8, footnote 1). Stabilized EBITDA/net income multiple targets are illustrative only and actual results are expected to vary from these targets; see Slide 19 for steps to be taken to achieve these stabilized results and Slide 2 for factors that may cause results to be materially different from these targets. See Reconciliations & Supplemental Information for reconciliations of net income to EBITDA.

2) Purchase price includes \$28 million paid for two golf courses on Maui.

3) 2017 pro forma results include operations for all owned hotels as of December 31, 2017.

4) 2019 pro forma results include operations for all owned hotels as of February 16, 2022 except for the 165-key AC Scottsdale North which opened in January 2021 and the Laura Hotel, acquired in July 2021.

5) 2017 net income per key and 2019 net income per key were \$11,000 and \$21,000, respectively. See Reconciliations & Supplemental Information for reconciliations of net income to EBITDA.

Stabilized EBITDA Multiple Details

We are targeting the **stabilized EBITDA multiples** presented on the prior slide by taking the following steps at each asset:



HYATT REGENCY AUSTIN

- ▶ Seek to increase revenue penetration through group, business transient and leisure
- ▶ Technology solutions which we believe will enhance operational efficiency and guest experience
- ▶ Collaboration with Hyatt to seek to enhance productivity and processes as recovery continues post Covid
- ▶ Reposition F&B offerings and increase breakout meeting space



FOUR SEASONS RESORT ORLANDO AT WALT DISNEY WORLD® RESORT

- ▶ Elimination of third-party asset manager costs
- ▶ Membership enhancements and pricing opportunities
- ▶ Ancillary revenue opportunities for amenities
- ▶ Seek to improve ADR through rate-focused revenue management strategies
- ▶ Collaboration with Four Seasons to seek to enhance productivity and processes post Covid



BAKER'S CAY RESORT

- ▶ Seek to improve F&B spend by enhancing pool service and outlet offerings
- ▶ Technology solutions which we believe will enhance operational efficiencies and guest experience
- ▶ Target increased revenue penetration through group and leisure-transient as post Covid recovery continues



THE LAURA HOTEL

- ▶ Affiliate the asset with a soft brand
- ▶ Engage HEI as institutional third-party management company
- ▶ Lease vacant retail space
- ▶ Expand lobby bar to incorporate new outdoor patio
- ▶ Deploy technology solutions which we believe will enhance revenues, operational efficiency, and guest experience

Stabilized EBITDA Multiple Details

We are targeting the **stabilized EBITDA multiples** presented on slide 18 by taking the following steps at each asset:



ALILA VENTANA BIG SUR

- ▶ Seek to close the ADR gap between Ventana and the neighboring Post Ranch Inn
- ▶ Seek to improve ancillary revenue for the spa and activities to comparable spend for ultra-luxury resorts
- ▶ Opening the Sur House restaurant to non-resort guests



THE ALIDA, SAVANNAH

- ▶ Seek to close the ADR index gap versus competitive set by targeting incremental demand generators
- ▶ Lease vacant retail space
- ▶ Enhance the F&B out experience, particularly at the pool and rooftop venue
- ▶ Deploy technology solutions which we believe will enhance revenues, operational efficiency, and guest experience



HOTEL VAN ZANDT

- ▶ Target increased revenue penetration as recovery continues by capitalizing on growing corporate demand
- ▶ Collaborate with operator to seek to enhance productivity post-Covid
- ▶ Seek to increase F&B spend by repositioning offerings
- ▶ Ancillary revenue opportunities for amenities

Noble Investment Group – Transaction Overview

- WHO** Noble Investment Group is a leading private hospitality asset manager that has invested nearly \$5 billion in acquiring and developing approximately 150 assets in the branded, upscale select-service and extended stay segments over the past three decades.
- WHAT** Host invested \$90.7 million for a 49% stake in Noble’s fee-based asset management business with future GP and LP investment opportunities.
- WHY** Host is targeting benefits from chain scale diversification and Noble’s expertise with select-service and extended stay hotels while remaining focused on investing in upper-upscale and luxury hotels and resorts.

\$90.7
MILLION

Initial investment from Host
(49% interest in Noble’s fee-based
asset management business)

\$7-10
MILLION

Average expected annual earnings
over the next three years
(Host’s ownership interest)

\$150
MILLION

Host’s commitment to next
Noble fund

ADDITIONAL OPPORTUNITIES

Host will have the ability to pursue and invest in future Noble funds based on various lodging-adjacent strategies, creating alternative paths for long-term strategic value creation. Those strategies include:



PROP-TECH
(property technology solutions)



DEVELOPMENT



**ALTERNATIVE
LODGING**

Noble Investment Group – Overview

A vertically-integrated hospitality specialist with a strong track record and three decades of expertise sourcing investment opportunities in real estate and capital markets.

LEADERSHIP CONTINUITY

1993

Founded in 1993 by Mit Shah, who remains the current CEO, and senior team has been together for an average of over 20 years

INVESTOR STABILITY

36 LPs

- ▶ Noble has 36 limited partners with nearly 100 investment positions
- ▶ All Fund III investors participated in Fund IV

GEOGRAPHIC DIVERSIFICATION

84

US markets across 143 properties with over 24,000 keys

CAPITAL ALLOCATION

90%+

Investments made from 1993 – 2018 fully realized

Noble Investment Group – Strategic Rationale

Host's core strategy is investing in upper-upscale and luxury hotels. This joint venture represents another opportunity to elevate the EBITDA growth profile of our portfolio by allowing for investment in select service hotels, extended stay hotels, and new development opportunities.

We believe a fund vehicle is one of the best ways for Host to invest in these types of hotels and investments.

LEVERAGE EXPERTISE

- ▶ Host expects to be able to leverage Noble's deep operational heritage and expertise in fund management
- ▶ Noble expects to be able to utilize Host's best-in-class business intelligence, data analytics, extensive relationships and investment sourcing opportunities as the largest lodging REIT

EXPAND CAPABILITIES

- ▶ Expands Host's investment capabilities into select service, extended stay investments, and new development opportunities
- ▶ Allows Host to benefit from differentiated segments of the lodging industry
- ▶ Increases Host's deal flow and knowledge base, including insight gained from Noble's underwriting and pipeline monitoring

INVESTMENT OPPORTUNITIES

- ▶ Creates a new fee-driven income source from recurring management and development fees
- ▶ Opportunity to separately co-invest in funds as a limited partner
- ▶ Potential to generate outsized returns from GP participation

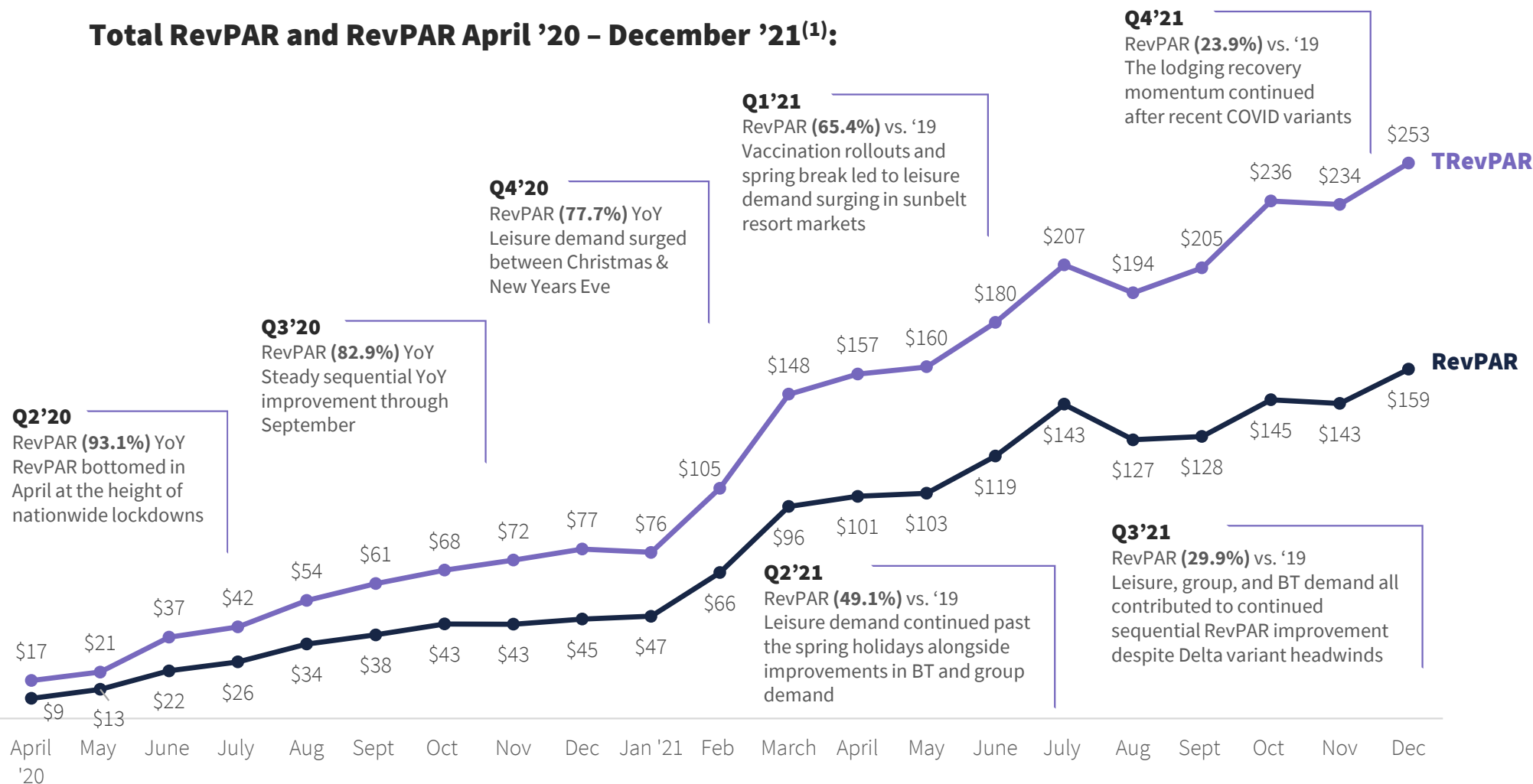


Portfolio Update

Improved RevPAR from April '20 lows

Grew RevPAR sequentially and reduced RevPAR declines compared to 2019 each quarter since the onset of the pandemic in Q2 2020.

Total RevPAR and RevPAR April '20 – December '21⁽¹⁾:



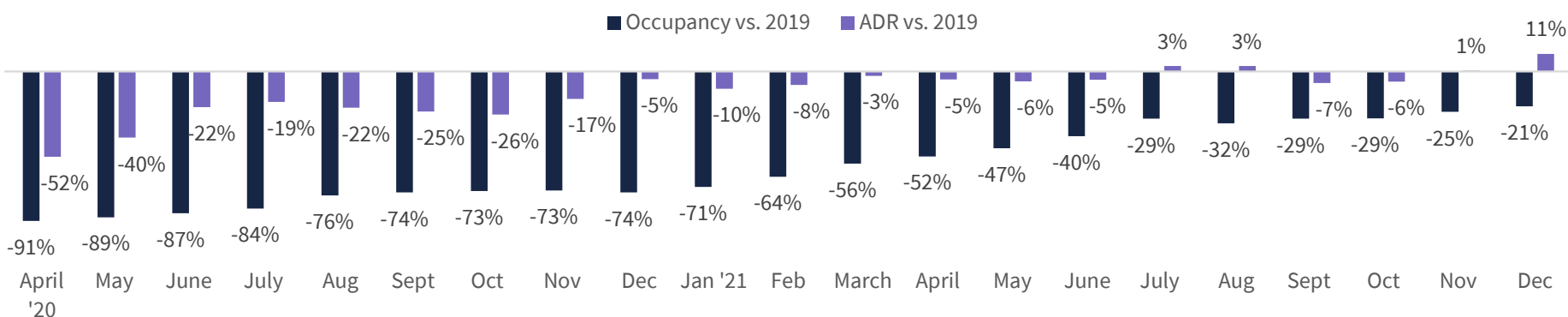
1) Results are for all owned hotels as of February 16, 2022 on a pro forma basis. See Reconciliations & Supplemental Information for further explanation of pro forma adjustments.

Improved ADR and Occupancy

While both occupancy and ADR have improved, **ADR has staged a faster recovery**, driven by leisure demand our hotels and resorts in the **sunbelt and Hawaii**.

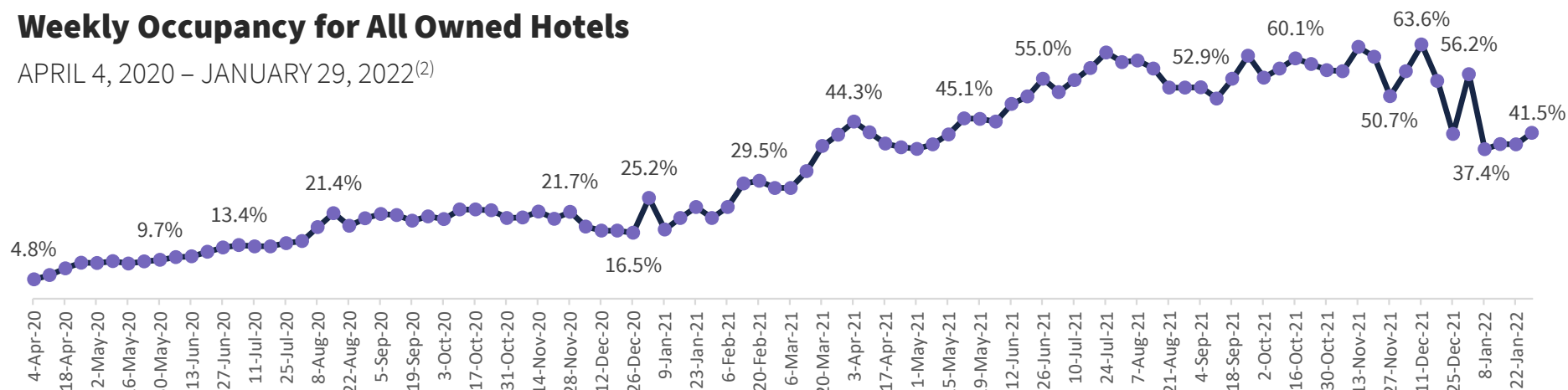
Host ADR & Occupancy vs. 2019

APRIL '20 – DECEMBER '21⁽¹⁾



Weekly Occupancy for All Owned Hotels

APRIL 4, 2020 – JANUARY 29, 2022⁽²⁾



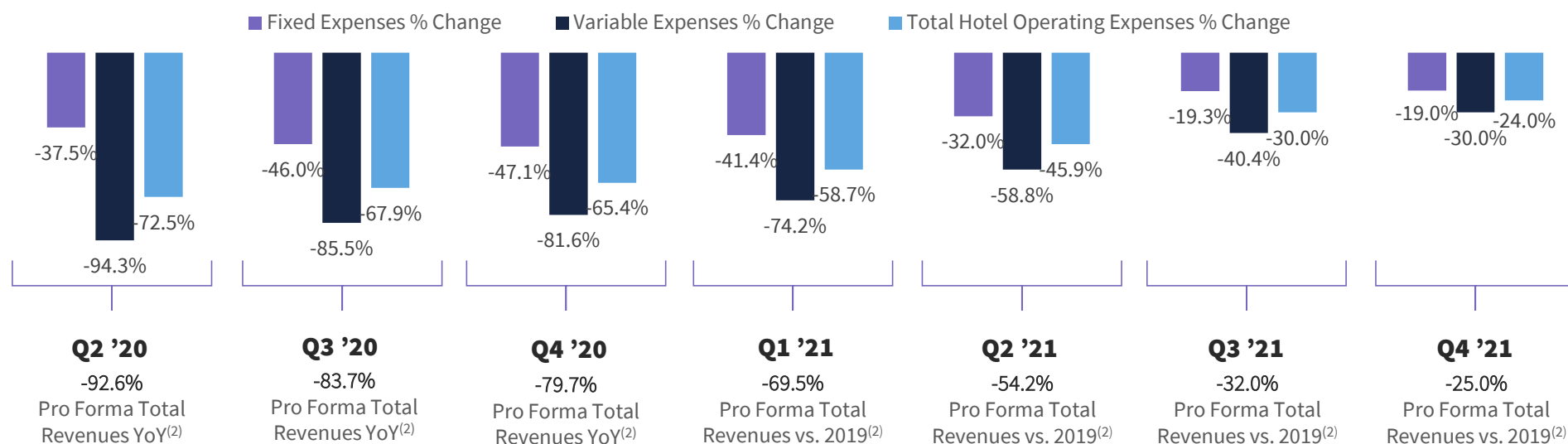
1) Results are for all owned hotels as of February 16, 2022 on a pro forma basis. See Reconciliations & Supplemental Information for further explanation of pro forma adjustments.

2) Source: STR, Inc. a CoStar company. Host Hotels & Resorts Enterprise Analytics, Revenue Management, February 2022. Includes owned hotels as of February 16, 2022 on a pro forma basis except for Hotel Van Zandt which is only included from October 2021.

Minimized Operating Expense Growth

We have worked with our operators to **aggressively limit costs** and evolve the operating model to adjust for the business environment.

Pro forma hotel operating expense declines versus 2019⁽¹⁾:



MARGIN IMPROVEMENTS:

Q4 2021 Hotel EBITDA margin was only 80 bps below that of Q4 2019 and improved 370 bps sequentially compared to Q3 2021⁽³⁾.

Q4 2021

26.9%

Hotel EBITDA Margin⁽³⁾

- 1) Pro forma hotel operating expenses include the employee retention credit recorded by the Company's operators and exclude the severance expense recorded in the second half of 2020. Year-over-Year GAAP total hotel operating expenses were -62.1%, -54.1%, and -53.9%, in the second, third, and fourth quarters of 2020 respectively and -51.9%, -40.4%, -16.5%, and -21.3% in the first, second, third, and fourth quarters of 2021, respectively, compared to 2019. Q2-Q4 2020 includes all hotels owned as of December 31, 2020. Q1 2021 includes all hotels owned as of March 31, 2021. Q2 2021 includes all hotels owned as of June 30, 2021. Q3 2021 includes all hotels owned as of September 30, 2021, except for the Laura Hotel, acquired in July 2021, which was closed for the entirety of the quarter. Q4 2021 includes all hotels owned as of December 31, 2021. See Reconciliations & Supplemental Information for reconciliations to the comparable GAAP metrics and explanations of pro forma adjustments.
- 2) Year-over-Year GAAP total revenues were -93.1%, -84.3%, and -80.0% in the second, third, and fourth quarters of 2020, respectively, and -71.3%, -56.2%, -33.1%, and -25.2% in the first, second, third, and fourth quarters of 2021, respectively, compared to 2019. See Reconciliations & Supplemental Information for reconciliations to the comparable GAAP metrics and explanations of pro forma adjustments.
- 3) Hotel-Level EBITDA Margin is a non-GAAP financial metric. Q4 2019, Q3 2021, and Q4 2021 operating profit margins were 12.4%, -11.3%, and 7.9%, respectively. See Reconciliations and Supplemental Information for reconciliations.

Green Shoots for Group Business



Q4 2021 Highlights

Group business continued to show **meaningful sequential improvements**⁽¹⁾

+15%

Sequential increase in group rooms sold from Q3 to Q4 2021, totaling **660,000** group room nights

+35%

Sequential increase in group room revenue from Q3 to Q4 2021, including a **17% sequential rate improvement** and a **11% increase** in corporate group room nights sold

+84%

Sequential increase in banquet and catering revenue from Q3 to Q4 2021

2021

60%

Q4 2021 **group demand** represents 60% of Q4 2019 levels, up sequentially from 52% in Q3

Maintained 1.2 million group room nights in 2H 2021⁽²⁾ due to strong in-the-quarter bookings

2022

2.8M

Definite group room nights on the books in 2022 up from 2.5 million in Q3 2021⁽³⁾

- ▶ **11% sequential increase** over Q3 2021
- ▶ 60% of 2019 actual group room nights

Group rate 1% **higher** than same-time 2019⁽⁴⁾

- 1) Group room nights booked are subject to cancellation, as has occurred during the pandemic, and there can be no assurances as to the actual group room nights achieved in future periods. See slide 2 (Forward Looking Statements) for factors that may affect lodging demand.
- 2) Compared to November 3, 2021 estimate and adjusted for subsequent acquisitions and dispositions through February 16, 2022.
- 3) Group room nights adjusted for portfolio owned as of February 16, 2022.
- 4) As of February 16, 2022.

Strengthening Transient Demand

OVERALL TRANSIENT

+9%

Sequential increase in transient ADR compared to Q3 2021

Transient **rooms sold** in Q4 2021 were 82% of 2019 levels, an increase from:

- ▶ 77% in Q3 2021
- ▶ 58% in 1H 2021

BUSINESS TRANSIENT

+20%

Sequential Business Transient ADR increase compared to Q3 2021, with **rooms sold up 5%**

70% of Business Transient rooms sold were from traditional top-10 accounts including financial, government, and consulting companies

URBAN MARKETS

+7%

Sequential increase in transient ADR at our urban hotels compared to Q3 2021, with **rooms sold also up 1%**

SUNBELT AND HAWAII

+12%

Sequential transient ADR increase compared to Q3 2021 driven by **35% ADR increase at our resorts over Q4 2019**



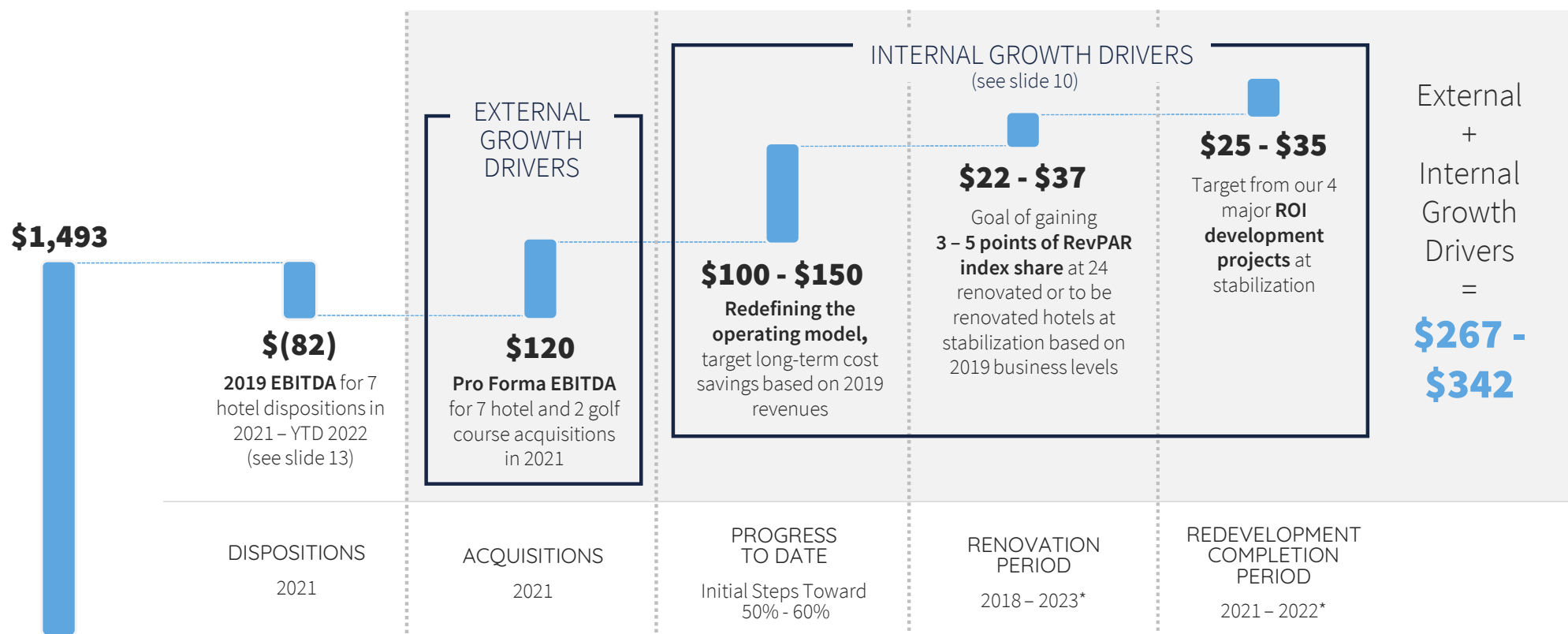
Growth Opportunities



EBITDA Growth Drivers

Our goal is to **meaningfully grow our hotel EBITDA** throughout the current lodging cycle through multiple external and internal growth drivers.

Pro Forma Hotel-Level EBITDA (\$ millions)⁽¹⁾:



All Hotel Pro Forma EBITDA Dec 31, 2019⁽²⁾

*targeted stabilization 2-3 years after completion

- 1) Combined 2019 net income for the seven hotel dispositions was \$40 million. Combined acquisition net income for Hyatt Regency Austin, Four Seasons Resort Orlando at Walt Disney World® Resort, Baker's Cay Resort Key Largo, The Laura Hotel, Ka'anapali golf courses, Alila Ventana Big Sur, The Alida, Savannah, and Hotel Van Zandt was \$74 million, using 2019 results except for Baker's Cay and Alila Ventana Big Sur which use 2021E net income and the Laura Hotel and The Alida, Savannah which use estimated 2019 normalized net income (see slide 8, footnote 1 for explanations). Incremental net income (loss) at the targeted EBITDA range for the renovations at 24 hotels is estimated to be \$(21) million to \$(6) million and for the four ROI development projects is estimated to be \$17 million to \$27 million. See slide 10 for qualifications and assumptions for these target EBITDA projections. These results are illustrative only and actual results are expected to vary from these targets, see Slide 2 for factors that may cause results to be materially different from these targets. See Reconciliations & Supplemental Information for reconciliation of net income to EBITDA.
- 2) 2019 EBITDA for Hotels owned as of December 31, 2020. The timing of a return to this level of EBITDA for these properties is unknown, and will be affected by, among other items, the timing of a return to 2019 revenue levels as well as any inflationary effects on operating costs.

CapEx Investment Comparison

We have been able to **meaningfully invest in our properties** with minimal disruption in 2020-2021 as a result of entering 2020 with low leverage and a large cash balance.

Minimize Disruption

By investing during a time of low demand, we have avoided disruption to operations as demand continues to ramp up

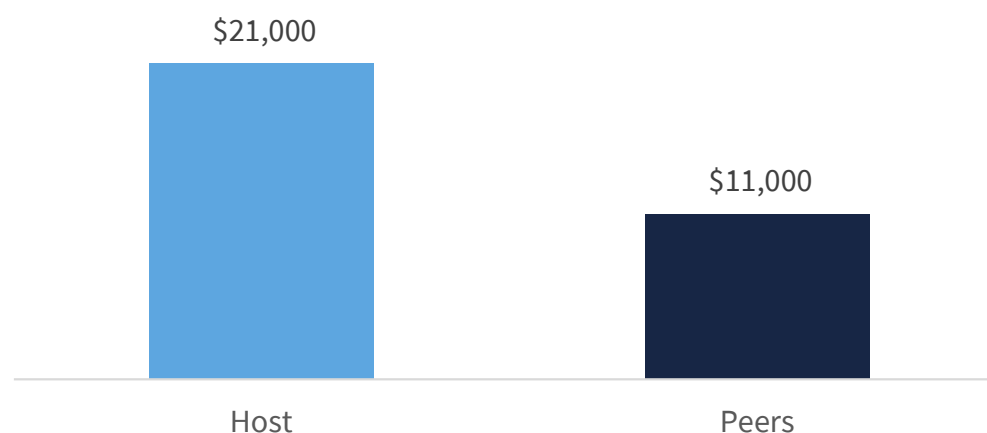
Maximize Competitiveness

We believe our assets will be better positioned to capitalize on pent-up demand compared to our lodging REIT peers and our hotels' competitive sets

Capture Share

By having the newest product fully available, our goal is to increase our RevPAR index share with the potential to further drive EBITDA growth

2020-2021 CapEx per Key⁽¹⁾



Host's CapEx by Type (\$ in millions)	2020	2021	2022	
	Actual	Actual	Forecast - Low	Forecast - High
ROI - MTCP ⁽²⁾	\$175	\$126	\$90	\$115
ROI - All Other Projects	\$168	\$167	\$235	\$260
Total ROI Investment	\$343	\$293	\$325	\$375
Renewal and Replacement	\$156	\$134	\$175	\$225
Total Capital Expenditures	\$499	\$427	\$500	\$600

1) Calculated as 2020 Capital Expenditures plus midpoint of 2021 forecasts divided by room count on a weighted average basis as provided in filings with the SEC. Lodging REIT companies in the peer group average are based on the next seven largest lodging REITs by market capitalization (excluding APL and SVC, which have a high portfolio concentration of limited service hotels which are not comparable to Host's portfolio). The peer group average includes PEB, PK, RHP, RLJ, SHO, XHR and DRH based on their Q3 2021 filings. Host is based on Q4 2021 filings.

2) Marriott Transformational Capital Program.

MTCP CapEx Case Study

The **Coronado Island Marriott Resort and Spa** received one of the first Marriott Transformational Capital Program (MTCP) renovations and has meaningfully outperformed expectations since completion.



GOAL

MTCP underwriting target: 3-5 points of RevPAR index share gain⁽¹⁾ versus 2019 (or TTM prior to renovation) at stabilization



WHAT WE DID

- ▶ MTCP renovations began in October 2018 and finished in April 2019
- ▶ Scope of renovations in 2018-2019 included: public spaces lobby, restaurant, fitness center, pools and grounds (guestroom renovations completed 2016)

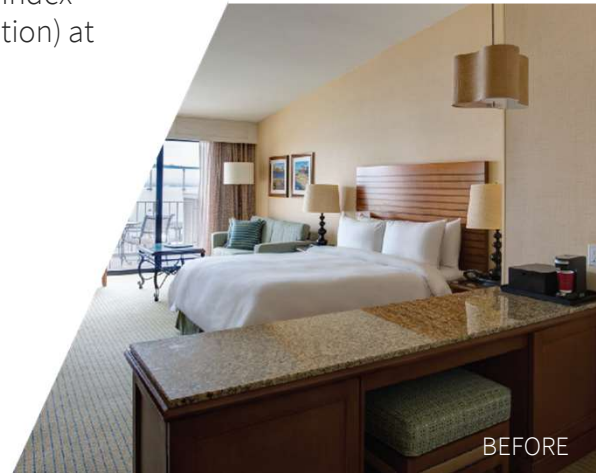


LATEST RESULTS⁽²⁾

- ▶ RevPAR index share gain of 12.6 points (135.8 at TTM Aug 2021 vs. 123.2 at TTM Aug 2018)
- ▶ Allowed hotel to increase the resort fee by \$15 or 60%

1) RevPAR index share is measured relative to hotels' competitive sets using STR data for peers. For more information on how RevPAR index is calculated, see Reconciliations & Supplemental Information.

2) These results are illustrative only and there can be no guarantees that other projects will result in similar results. See Slide 2 for factors that may cause results to be materially different from expectations.





Corporate Responsibility

Value Creation Through Responsible Investment

As the premier lodging REIT and a **sustainability industry leader**, we are committed to creating long-term value through investing responsibly in our business, environment, people, stakeholders and community. Our Corporate Responsibility program is centered around the concept of **responsible investment**—an overarching strategy that guides our focus and actions across our three main themes:



ENVIRONMENTAL STEWARDSHIP



SOCIAL RESPONSIBILITY



GOVERNANCE

ESG HIGHLIGHTS

Emissions reduction target approved by Science Based Targets initiative (SBTi) at the **1.5-degree** Celsius level of ambition

7 LEED-certified hotels, including two LEED Gold hotels as well as Host's corporate headquarters

Only lodging REIT to issue green bonds—\$1.85B raised from 2019-2021 to invest in sustainability projects and LEED-certified hotels

Participant in the **CEO Action for Diversity & Inclusion™** and establishment of **D&I program** and **women's employee resource group**

First lodging REIT to sign on to industry 5-Star Promise as an owner to advance safety, non-discrimination and human rights within the hospitality industry

Multi-dimensional performance reviews for 100% of employees

ESG oversight from our Board's Nominating, Governance and Corporate Responsibility Committee

Cross-functional **Corporate Responsibility Advisory Committee**, representing nearly every department at Host

ESG Executive Steering Committee that guides corporate responsibility strategies and engagement with Board

Environmental Stewardship



We are investing in solutions that conserve and restore natural capital to assist Host in mitigating climate change and biodiversity impacts, with the goal of achieving best-in-class returns.

2016-2020 RETURN ON SUSTAINABILITY INVESTMENTS

675

SUSTAINABILITY
PROJECTS

\$21M

EXPECTED UTILITY SAVINGS
ANNUALLY

15-20%

AVERAGE CASH-ON-CASH
RETURNS

2025 ENVIRONMENTAL TARGETS*

Note: 2020 progress toward Host's environmental targets reflects hotel closings and lower occupancy resulting from the COVID-19 pandemic.

2025 TARGET	STATUS	2020 PROGRESS
55% reduction in greenhouse gas emissions per square foot (SBTi verified)	✓ On Track	57% reduction per square foot (37% reduction per square foot, pre-pandemic)
25% reduction in energy use per square foot	✓ On Track	40% reduction per square foot (14% reduction per square foot, pre-pandemic)
30% of electricity use from renewable energy	↗ Beginning of Journey	New on-site renewable energy projects approved; Plan to increase green power purchases to reach at least 10% by end of 2022
25% reduction in water consumption per occupied room	✓ On Track	51% increase per occupied room** (24% reduction per occupied room, pre-pandemic)
75% of major renovation projects with waste diversion	✓ On Track	91% of projects with waste diversion

*2008 is the base year for Host's greenhouse gas emissions, energy and water intensity targets.

**Includes context-based sub-goal to prioritize water initiatives at top-10 properties with high water risk. Excludes irrigation water withdrawals from maintenance of golf courses at three properties.

Social Responsibility



We are committed to advancing health, well-being and opportunity for all Host stakeholders, including investors, employees, partners and communities.

2020 CORPORATE CITIZENSHIP HIGHLIGHTS

165+

CHARITIES SUPPORTED,
INCLUDING 116 EMPLOYEE-
SELECTED CHARITIES

YEAR 5

OF \$500,000, 5-YEAR PLEDGE TO
SUPPORT THE AHLA FOUNDATION'S
INITIATIVE TO SUPPORT YOUTH
EDUCATION AND TRAINING FOR
CAREERS IN THE HOSPITALITY
INDUSTRY

\$850K

DONATED TO SUPPORT COVID-19
RELIEF EFFORTS IN ALL OF HOST'S KEY
MARKETS, WITH A FOCUS ON HUNGER
RELIEF, MEDICAL SUPPLIES AND
INDUSTRY RECOVERY EFFORTS

2025 SOCIAL TARGETS

2025 TARGET

100% of employees trained on unconscious biases

Conduct at least **two** engagement surveys

Include at least **two** women and **two** persons of color in each initial candidate pool for externally sourced executive level positions

STATUS

✓ On Track

✓ On Track

➤ Beginning of Journey

PROGRESS

Baseline concept introduced via an online training module; senior management diversity training completed in 2021; external training partner to conduct more comprehensive diversity training for all employees, which will include unconscious bias

Initial culture survey completed in 2020; engagement survey completed in 2021

Commitment to include in external searches for department head and above positions

Governance



Our responsible investment strategies are guided by executive and board-level oversight, our EPIC values and ethical standards, and a disciplined approach to risk management and sustainable value creation.

GOVERNANCE HIGHLIGHTS

- ▶ **Board Oversight:** Highest level of responsibility for ESG matters formally residing with Nominating, Governance and Corporate Responsibility Committee of our Board of Directors.
- ▶ **Best-in-class Governance:** Governed by ESG Executive Steering Committee that guides strategy and engagement, and advised by cross-functional Corporate Responsibility Advisory Committee representing nearly every department at Host.
- ▶ **Stockholder Rights:** Implementation of numerous corporate governance enhancements to strengthen the rights of and to serve the long-term interests of stockholders.
- ▶ **Policies:** Code of Business Conduct and Ethics centered around our corporate EPIC values—Excellence, Partnership, Integrity and Community. Maintain a Human Rights Policy, Environmental Policy, Supplier Code of Conduct and Antibribery Compliance Manual as well as conduct annual compliance training for all employees.
- ▶ **Business Intelligence:** Best-in-class Enterprise Analytics platform that uses business intelligence to monitor performance, identify opportunities and manage and mitigate risks, including first-of-its-kind joint development agreement with IBM Research.
- ▶ **Risk Management:** Conduct IT infrastructure testing and ongoing, company-wide cybersecurity training.



Commitment to Green Building Certifications

LEED CERTIFICATIONS

LEED GOLD



HYATT REGENCY MAUI
RESORT AND SPA



HYATT REGENCY
SAN FRANCISCO AIRPORT



NEW
HOST HQ

LEED CERTIFIED



GRAND HYATT
WASHINGTON

LEED SILVER



1 HOTEL
SOUTH BEACH



ANDAZ MAUI AT
WAILEA RESORT



AXIOM
HOTEL



NEW MARRIOTT
HALL



16

LEED PROJECTS IN
THE PIPELINE

VILLAS DEVELOPMENT AT ANDAZ MAUI: LEED SILVER TARGET



WHAT WE DID

19 new, 2-bedroom luxury villas development completed in Q2 2021

SUSTAINABLE ATTRIBUTES

- ▶ Building energy performance **24% more efficient** with a solar photovoltaic (PV) system, LED Lighting, Energy Star appliances, guestroom energy management systems, light roofs and other strategies
- ▶ Solar PV array generates **over 45% of building electricity usage**
- ▶ Low-flow plumbing fixtures result in **26% indoor water savings**
- ▶ **Over 50% reduced landscaping irrigation needs**
- ▶ Emphasis on healthy materials verified as low-emissions/non-toxic
- ▶ All stormwater run-off filtered and percolates into the ground
- ▶ Outdoor lighting utilizes BUG Rating Method to reduce light pollution

Awards & Recognition

ESG LEADERSHIP



DJSI World & North America Listed



Top 10 Most Sustainable REITs



2021 Climate Change and
Supplier Engagement
Leadership Level



One of the World's Most
Sustainable Companies



Industry Leader (Top 10%)



Prime Corporate Rating



Low ESG Risk Rating



One of America's Most
Responsible Companies



FTSE4Good

Top 13% of All Companies



Top 25% Ranking on
Corporate Governance



"A" Rating



"Robust" Rating



TO LEARN MORE ABOUT OUR CR PROGRAM AND ESG PERFORMANCE, READ OUR [2021 CORPORATE RESPONSIBILITY REPORT](#) OR VISIT THE [CR SECTION](#) ON OUR WEBSITE.

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Reconciliations & Supplemental Information

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Key Terms And Statistics

Defined Terms

Cap Rate – Capitalization Rate, calculated as Net Operating Income (NOI) divided by sales price. The corresponding metric using GAAP measures is net income divided by sales price.

EBITDA Multiple – Sales price divided by EBITDA. The corresponding metric using GAAP measures is sales price divided by net income.

Investment – Our investment of cash, land or other property.

MTCP – Marriott Transformational Capital Program.

Replacement Cost – The cost to develop a new hotel in the same lodging segment based on current estimated costs.

RevPAR Index – RevPAR Index measures a hotel's fair market share of their competitive set's revenue per available room within a given market by dividing the property's RevPAR by the average RevPAR of the competitive set. If a hotel is capturing its fair market share, the index will be 100; if capturing less than its fair market share, a hotel's index will be less than 100; and if capturing more than its fair market share, a hotel's index will be greater than 100. For each property, the market competitive set is based on the set agreed to with the manager and is included within the respective property's management agreement. The competitive set can be used for various purposes, including for determining the hotel general manager's compensation as well as owner's performance based termination rights under the hotel management agreement. Therefore, it represents an arm's length negotiated set of hotels which the parties agree represent the hotel's most direct competition. However, it does not necessarily represent all the hotels against which the hotel competes and may exclude hotels in other segments (e.g., select service hotels) even though those hotels may compete with the hotel for certain customers.

RevPAR – The product of the average daily room rate charged and the average daily occupancy achieved.

ROI – Return on Investment. ROI projects are designed to improve the positioning of our hotels within their markets and competitive set.

Total RevPAR – A summary measure of hotel results calculated by dividing the sum of room, food and beverage and other ancillary service revenue by room nights available to guests for the period. It includes ancillary revenues not included within RevPAR.

TTM – Trailing twelve months

Non-GAAP Financial Measures

Included in this presentation are certain “non-GAAP financial measures,” which are measures of our historical or future financial performance that are not calculated and presented in accordance with GAAP, within the meaning of applicable SEC rules. They are as follows: (i) EBITDA, (ii) EBITDAre and Adjusted EBITDAre, (iii) Net Operating Income (NOI), and (iv) All Owned Hotel Pro Forma Property Level Operating Results. Additionally, we have presented our leverage ratio, which is used to determine compliance with financial covenants under our credit facility that are not calculated and presented in accordance with GAAP. The following discussion defines these measures and presents why we believe they are useful supplemental measures of our performance.

Key Terms And Statistics

EBITDA and NOI

Earnings before Interest Expense, Income Taxes, Depreciation and Amortization (“EBITDA”) is a commonly used measure of performance in many industries. Management believes EBITDA provides useful information to investors regarding our results of operations because it helps us and our investors evaluate the ongoing operating performance of our properties after removing the impact of the Company’s capital structure (primarily interest expense) and its asset base (primarily depreciation and amortization). Management also believes the use of EBITDA facilitates comparisons between us and other lodging REITs, hotel owners who are not REITs and other capital-intensive companies. Management uses EBITDA to evaluate property-level results and as one measure in determining the value of acquisitions and dispositions and, like FFO and Adjusted FFO per diluted share, is widely used by management in the annual budget process and for our compensation programs. Management also uses NOI when calculating Cap Rates to evaluate acquisitions and dispositions. For a specific hotel, NOI is calculated as the hotel or entity level EBITDA less an estimate for the annual contractual reserve requirements for renewal and replacement expenditures. Management believes using Cap Rates allows for a consistent valuation method in comparing the purchase or sale value of properties.

EBITDAre and Adjusted EBITDAre

We present EBITDAre in accordance with NAREIT guidelines, as defined in its September 2017 white paper “Earnings Before Interest, Taxes, Depreciation and Amortization for Real Estate,” to provide an additional performance measure to facilitate the evaluation and comparison of the Company’s results with other REITs. NAREIT defines EBITDAre as net income (calculated in accordance with GAAP) excluding interest expense, income tax, depreciation and amortization, gains or losses on disposition of depreciated property (including gains or losses on change of control), impairment write-downs of depreciated property and of investments in unconsolidated affiliates caused by a decrease in value of depreciated property in the affiliate, and adjustments to reflect the entity’s pro rata share of EBITDAre of unconsolidated affiliates.

We make additional adjustments to EBITDAre when evaluating our performance because we believe that the exclusion of certain additional items described below provides useful supplemental information to investors regarding our ongoing operating performance. We believe that the presentation of Adjusted EBITDAre, when combined with the primary GAAP presentation of net income, is beneficial to an investor’s understanding of our operating performance. Adjusted EBITDAre also is similar to the measure used to calculate certain credit ratios for our credit facility and senior notes. We adjust EBITDAre for the following items, which may occur in any period, and refer to this measure as Adjusted EBITDAre:

- **Property Insurance Gains** – We exclude the effect of property insurance gains reflected in our consolidated statements of operations because we believe that including them in Adjusted EBITDAre is not consistent with reflecting the ongoing performance of our assets. In addition, property insurance gains could be less important to investors given that the depreciated asset book value written off in connection with the calculation of the property insurance gain often does not reflect the market value of real estate assets.
- **Acquisition Costs** – Under GAAP, costs associated with completed property acquisitions that are considered business combinations are expensed in the year incurred. We exclude the effect of these costs because we believe they are not reflective of the ongoing performance of the Company.
- **Litigation Gains and Losses** – We exclude the effect of gains or losses associated with litigation recorded under GAAP that we consider outside the ordinary course of business. We believe that including these items is not consistent with our ongoing operating performance.

Key Terms And Statistics

- **Severance Expense** – In certain circumstances, we will add back hotel-level severance expenses when we do not believe that such expenses are reflective of the ongoing operation of our properties. Situations that would result in a severance add-back include, but are not limited to, (i) costs incurred as part of a broad-based reconfiguration of the operating model with the specific hotel operator for a portfolio of hotels and (ii) costs incurred at a specific hotel due to a broad-based and significant restructuring of a hotel and/or its workforce. We do not add back corporate-level severance costs or severance costs at an individual hotel that we consider to be incurred in the normal course of business.

In unusual circumstances, we also may adjust EBITDAre for gains or losses that management believes are not representative of the Company's current operating performance.

Limitations on the Use of EBITDA, NOI, EBITDAre and Adjusted EBITDAre

EBITDA, NOI, EBITDAre and Adjusted EBITDAre, as presented, may not be comparable to measures calculated by other companies. This information should not be considered as an alternative to net income, operating profit, cash from operations or any other operating performance measure calculated in accordance with GAAP. Cash expenditures for various long-term assets (such as renewal and replacement capital expenditures, with the exception of NOI), interest expense (for EBITDA, NOI, EBITDAre and Adjusted EBITDAre purposes only) severance expense related to significant property-level restructuring and other items have been and will be made and are not reflected in the EBITDA, EBITDAre, and Adjusted EBITDAre, presentations. Management compensates for these limitations by separately considering the impact of these excluded items to the extent they are material to operating decisions or assessments of our operating performance. Our consolidated statement of operations and cash flows include interest expense, capital expenditures, and other excluded items, all of which should be considered when evaluating our performance, as well as the usefulness of our non-GAAP financial measures. Additionally, EBITDA, NOI, EBITDAre and Adjusted EBITDAre should not be considered as a measure of our liquidity or indicative of funds available to fund our cash needs, including our ability to make cash distributions.

Similarly, EBITDAre and Adjusted EBITDAre, include adjustments for the pro rata share of our equity investments. Our equity investments consist of interests ranging from 11% to 67% in seven domestic and international partnerships that own a total of 10 properties and a vacation ownership development. Due to the voting rights of the outside owners, we do not control and, therefore, do not consolidate these entities. The non-controlling partners in consolidated partnerships primarily consist of the approximate 1% interest in Host LP held by outside partners and a 15% interest held by outside partners in a partnership owning one hotel for which we do control the entity and, therefore, consolidate its operations. These pro rata results for EBITDAre and Adjusted EBITDAre were calculated as set forth in the definitions above. Readers should be cautioned that the pro rata results presented in these measures for equity investments may not accurately depict the legal and economic implications of our investments in these entities.

Credit Facility – Leverage Ratio

Host's credit facility contains certain financial covenants, including allowable leverage, which is determined using earnings before interest expense, income taxes, depreciation and amortization ("EBITDA") as calculated under the terms of our credit facility ("Adjusted Credit Facility EBITDA"). The leverage ratio is defined as net debt plus preferred equity to Adjusted Credit Facility EBITDA. These calculations are based on pro forma results for the prior four fiscal quarters, except as defined under the amendments to the credit facility, giving effect to transactions such as acquisitions, dispositions and financings as if they occurred at the beginning of the period.

Additionally, total debt used in the calculation of our leverage ratio is based on a "net debt" concept, under which cash and cash equivalents in excess of \$100 million are deducted from our total debt balance. Management believes these financial ratios provide useful information to investors regarding our compliance with the covenants in our credit facility and our ability to access the capital markets, in particular debt financing.

Key Terms And Statistics

Limitations on Credit Facility Credit Ratios

These metrics are useful in evaluating the Company's compliance with the covenants contained in its credit facility. However, because of the various adjustments taken to the ratio components as a result of negotiations with the Company's lenders they should not be considered as an alternative to the same ratios determined in accordance with GAAP. For instance, interest expense as calculated under the credit facility excludes items such as deferred financing charges and amortization of debt premiums or discounts, all of which are included in interest expense on our consolidated statement of operations. Management compensates for these limitations by separately considering the impact of these excluded items to the extent they are material to operating decisions or assessments of performance. In addition, because the credit facility ratio components are also based on pro forma results for the prior four fiscal quarters, giving effect to transactions such as acquisitions, dispositions and financings as if they occurred at the beginning of the period, they are not reflective of actual performance over the same period calculated in accordance with GAAP.

All Owned Hotel Pro Forma Operating Statistics and Results

To facilitate a quarter-to-quarter comparison of our operations, we typically present certain operating statistics (i.e., Total RevPAR, RevPAR, average daily rate and average occupancy) and operating results (revenues, expenses, hotel EBITDA and associated margins) for the periods included in this presentation on a comparable hotel basis in order to enable our investors to better evaluate our operating performance. However, due to the COVID-19 pandemic and its effects on operations, there is little comparability between periods. For this reason, we temporarily are suspending our comparable hotel presentation and instead present hotel operating results for all consolidated hotels and, to facilitate comparisons between periods, we are presenting results on a pro forma basis, including the following adjustments: (1) operating results are presented for all consolidated hotels owned as of December 31 of the reporting year, but do not include the results of operations for properties sold through the reporting date; and (2) operating results for acquisitions in the current and prior year are reflected for full calendar years, to include results for periods prior to our ownership. For these hotels, since the year-over-year comparison includes periods prior to our ownership, the changes will not necessarily correspond to changes in our actual results.

We present certain operating results for our hotels, such as hotel revenues, expenses, food and beverage profit, and EBITDA (and the related margins), on a hotel-level pro forma basis as supplemental information for our investors. Our hotel results reflect the operating results of our hotels as discussed above. We present all owned hotel pro forma EBITDA to help us and our investors evaluate the ongoing operating performance of our hotels after removing the impact of the Company's capital structure (primarily interest expense) and its asset base (primarily depreciation and amortization expense). Corporate-level costs and expenses also are removed to arrive at property-level results. We believe these property-level results provide investors with supplemental information about the ongoing operating performance of our hotels. All owned hotel pro forma results are presented both by location and for the Company's properties in the aggregate. We eliminate from our hotel level operating results severance costs related to broad-based and significant property-level reconfiguration that is not considered to be within the normal course of business, as we believe this elimination provides useful supplemental information that is beneficial to an investor's understanding of our ongoing operating performance. We also eliminate depreciation and amortization expense because, even though depreciation and amortization expense are property-level expenses, these non-cash expenses, which are based on historical cost accounting for real estate assets, implicitly assume that the value of real estate assets diminishes predictably over time. As noted earlier, because real estate values historically have risen or fallen with market conditions, many real estate industry investors have considered presentation of historical cost accounting for operating results to be insufficient.

Key Terms And Statistics

Limitations on All Owned Hotel Property Level Operating Results

As a result of the elimination of corporate-level costs and expenses, gains or losses on dispositions and depreciation and amortization, the all owned hotel operating results we present do not represent our total revenues, expenses, operating profit or net income and should not be used to evaluate our performance as a whole. Management compensates for these limitations by separately considering the impact of these excluded items to the extent they are material to operating decisions or assessments of our operating performance. Our consolidated statements of operations include such amounts, all of which should be considered by investors when evaluating our performance.

Items That May Affect Forecast Results, Projections and Other Estimates

Certain items included in this investor presentation such as forecast EBITDA for acquired hotels, expected incremental EBITDA from capital expenditure projects, including redevelopment and repositioning of hotels, meeting space and restaurants and estimated internal rate of return (IRR) require the company to make assumptions about the future performance of our hotels that may affect forecast results. In determining these forecasts, we evaluate a number of operating performance metrics, including occupancy, room rate, mix of group and transient customers, as well as market specific estimates of demand drivers. Additionally, based on like hotels in our portfolio, we have estimated costs such as utilities, marketing, general overhead costs, and management fees. For certain of our projects, where we have closed or substantially disrupted current year operations, or where we have changed operators, historical operating data is not predictive of future results and there can be no assurances that we will achieve these forecasts due to potential delays in the renovations, less than expected demand or a slower than expected ramp-up in operations.

See Forward-Looking Statements slide in this presentation for additional risks and uncertainties that may affect forecast results.

Reconciliation of GAAP Leverage Ratio to Credit Facility Leverage Ratio

The following tables present the calculation of Host's leverage ratio using GAAP measures and as used in the financial covenants of the credit facility (in millions, except ratios):

	GAAP Leverage Ratio – As Reported at			
	Year ended		Year ended	
	December 31, 2019		December 31, 2017	
Debt	\$	3,794	\$	3,954
Net income (loss)		932		571
GAAP Leverage Ratio		4.1x		6.9x

	Leverage Ratio per Credit Facility – As Reported at			
	Year ended		Year ended	
	December 31, 2019		December 31, 2017	
Net debt ⁽¹⁾	\$	2,321	\$	3,175
Adjusted Credit Facility EBITDA ⁽²⁾		1,490		1,466
Leverage Ratio		1.6x		2.2x

(1) The following presents the reconciliation of debt to net debt per our credit facility definition (in millions):

	At December 31, 2019		At December 31, 2017	
Debt	\$	3,794	\$	3,954
Deferred financing cost		-		27
Contingent obligations		-		6
Less: Unrestricted cash over \$100 million		(1,473)		(812)
Net debt per credit facility definition	\$	2,321	\$	3,175

Reconciliation of GAAP Leverage Ratio to Credit Facility Leverage Ratio

- (2) The following presents the reconciliation of net income (loss) to EBITDA, EBITDAre, Adjusted EBITDAre and EBITDA per our credit facility definition in determining leverage ratio (in millions):

	As Reported at Year ended December 31, 2019	As Reported at Year ended December 31, 2017
Net income	\$ 932	\$ 571
Interest expense	222	167
Depreciation and amortization	662	708
Income taxes	30	80
EBITDA	1,846	1,526
Gain on dispositions	(334)	(100)
Non-cash impairment expense	14	43
Equity in earnings of affiliates	(14)	(30)
Pro rata EBITDAre of equity investments	26	71
EBITDAre	1,538	1,510
Acquisition costs	-	1
Gain on property insurance settlement	(4)	(1)
Adjusted EBITDAre	1,534	1,510
Pro forma EBITDA - Acquisitions	9	4
Pro forma EBITDA - Dispositions	(64)	(17)
Restricted stock expense and other non-cash items	28	12
Non-cash partnership adjustments	(17)	(43)
Adjusted Credit Facility EBITDA	\$ 1,490	\$ 1,466

Reconciliation of Net Loss to EBITDA, EBITDAre and Adjusted EBITDAre

The following reconciles net loss to Adjusted EBITDAre (in millions):

	Quarter ended December 31, 2021
Net loss	\$ 323
Interest expense	63
Depreciation and amortization	165
Income taxes	(10)
EBITDA	541
Gain on dispositions	(303)
Equity investment adjustments:	
Equity in (earnings) losses of affiliates	5
Pro rata EBITDAre of equity investments	4
EBITDAre	247
Adjustments to EBITDAre:	
Severance expense (reversal) at hotel properties	(5)
Adjusted EBITDAre	\$ 242

Reconciliation of GAAP Revenues and Expenses to All Owned Hotel Pro Forma Revenues and Expenses

The following table reconciles the 2021, fourth quarter, third quarter and second quarter 2020 and 2019 GAAP Revenues and Expenses to All Owned Hotel Pro forma Revenues and Expenses (in millions)⁽¹⁾:

	Quarter ended December 31,		Quarter ended September 30,		Quarter ended June 30,		Quarter ended March 31,		Quarter ended December 31,		Quarter ended September 30,		Quarter ended June 30,	
	2021	2019	2021	2019	2021	2019	2021	2019	2020	2019	2020	2019	2020	2019
GAAP Total Revenues	\$ 998	\$ 1,334	\$ 844	\$ 1,262	\$ 649	\$ 1,483	\$ 399	\$ 1,390	\$ 267	\$ 1,334	\$ 198	\$ 1,262	\$ 103	\$ 1,483
Pro forma adjustments	2	(1)	9	(7)	10	(44)	2	(75)	(1)	(26)	(3)	(64)	(1)	(99)
All Owned Hotel Pro Forma Revenues	<u>\$ 1,000</u>	<u>\$ 1,333</u>	<u>\$ 853</u>	<u>\$ 1,255</u>	<u>\$ 659</u>	<u>\$ 1,439</u>	<u>\$ 401</u>	<u>\$ 1,315</u>	<u>\$ 266</u>	<u>\$ 1,308</u>	<u>\$ 195</u>	<u>\$ 1,198</u>	<u>\$ 102</u>	<u>\$ 1,384</u>
GAAP Total Expenses	\$ 919	\$ 1,168	\$ 939	\$ 1,125	\$ 717	\$ 1,203	\$ 565	\$ 1,174	\$ 538	\$ 1,168	\$ 516	\$ 1,125	\$ 456	\$ 1,203
(Severance) reversal at hotel properties	5	-	2	-	1	-	2	-	(21)	-	(43)	-	(1)	-
Pro forma adjustments	(2)	(3)	3	(1)	9	(27)	2	(54)	(1)	(20)	(2)	(44)	(2)	(68)
Depreciation and corporate level items	(191)	(201)	(287)	(187)	(194)	(191)	(189)	(199)	(188)	(201)	(184)	(187)	(193)	(191)
All Owned Hotel Pro Forma Expenses	<u>\$ 731</u>	<u>\$ 964</u>	<u>\$ 657</u>	<u>\$ 937</u>	<u>\$ 533</u>	<u>\$ 985</u>	<u>\$ 380</u>	<u>\$ 921</u>	<u>\$ 328</u>	<u>\$ 947</u>	<u>\$ 287</u>	<u>\$ 894</u>	<u>\$ 260</u>	<u>\$ 944</u>

- (1) The comparative amounts for the fourth quarter proforma results for 2021 and 2019 are shown for hotels owned as of December 31, 2021. Third quarter pro forma results for 2021 and 2019 are shown for hotels owned as of September 30, 2021. Second quarter pro forma results for 2021 and 2019 are shown for hotels owned as of June 30, 2021. First quarter pro forma results for 2021 and 2019 are shown for hotels owned as of March 31, 2021. The comparative amounts for fourth quarter, third quarter and second quarter pro forma results for 2020 and 2019 are shown for hotels owned as of December 31, 2020.

Schedule of All Owned Hotel Pro Forma Results

The following table reconciles the fourth quarter and third quarter of 2021 and fourth quarter of 2019 GAAP results to All Owned Hotel Pro Forma EBITDA Results. All amounts are in millions except margins:

	December 31, 2021 Portfolio		
	Quarter ended December 31,	Quarter ended December 31,	Quarter ended September 30,
	2021	2019	2021
GAAP Total Revenues	\$ 998	\$ 1,334	\$ 844
Pro forma adjustments	2	(1)	(13)
All Owned Hotel Pro Forma Revenues	<u>\$ 1,000</u>	<u>\$ 1,333</u>	<u>\$ 831</u>
GAAP Total Expenses	\$ 919	\$ 1,168	\$ 939
Severance at hotel properties	5	-	2
Pro forma adjustments	(2)	(3)	(16)
Depreciation and corporate level items	(191)	(201)	(287)
All Owned Hotel Pro Forma Expenses	<u>\$ 731</u>	<u>\$ 964</u>	<u>\$ 638</u>
Operating Profit ⁽¹⁾	<u>\$ 79</u>	<u>\$ 166</u>	<u>\$ (95)</u>
All Owned Hotel Pro Forma EBITDA ⁽¹⁾	<u>\$ 269</u>	<u>\$ 369</u>	<u>\$ 193</u>
Operating profit margin ⁽¹⁾	7.9%	12.4%	(11.3)%
All Owned Hotel Pro Forma EBITDA margin ⁽¹⁾	26.9%	27.7%	23.2%

- (1) Operating profit is calculated as GAAP Total Revenues less GAAP Total Expenses. All Owned Hotel Pro Forma EBITDA is calculated as All Owned Hotel Pro Forma Revenues less All Owned Hotel Pro Forma Expenses. Profit margins are calculated by dividing the applicable operating profit by the related revenue amount. GAAP profit margins are calculated using operating profit and hotel margins are calculated using amounts presented in the above tables.

Reconciliation of Net Income (Loss) to All Owned Hotel Pro Forma EBITDA

The following table reconciles Net Income (Loss) to All Owned Hotel Pro Forma EBITDA (in millions):

	Year ended	
	December 31, 2019	
	December 31, 2020 Portfolio	
Net income (loss)	\$	932
Depreciation and amortization		676
Interest expense		222
Provision (benefit) for income taxes		30
Gain on sale of property and corporate level income/expense		(283)
Pro forma adjustments		(84)
All Owned Hotel Pro Forma EBITDA	\$	1,493

Reconciliation of Targeted Net Income (Loss) to Hotel EBITDA for Renovation and Development Projects

The following reconciles Hotel Net Income to Hotel-level EBITDA for the targeted incremental growth at stabilization as a result of renovation projects at 24 hotels that are either completed or under renovation and for four ROI development projects either completed or under development (in millions):

	Targeted Incremental Growth			
	24 Hotel Renovations		Four ROI development projects	
	Low	High	Low	High
Hotel Net Income (Loss)	\$ (21)	\$ (6)	\$ 17	\$ 27
Depreciation	43	43	8	8
Interest expense	-	-	-	-
Income taxes	-	-	-	-
Hotel-level EBITDA	<u>\$ 22</u>	<u>\$ 37</u>	<u>\$ 25</u>	<u>\$ 35</u>

Schedule of All Owned Hotel Pro Forma Results for 2019 and 2017

	Year ended December 31,	
	2019	2017
	February 16, 2022 Portfolio ⁽²⁾	December 31, 2017 Portfolio
Number of hotels	78	94
Number of rooms	43,964	52,560
Operating profit margin ⁽¹⁾	14.6%	12.5%
All Owned Hotel Pro Forma EBITDA margin ⁽¹⁾	29.2%	28.0%
Net income	\$ 932	\$ 571
Depreciation and amortization	676	751
Interest expense	222	167
Provision for income taxes	30	80
Gain on sale of property and corporate level income/expense	(268)	(61)
Pro forma adjustments ⁽²⁾	(82)	(13)
All Owned Hotel Pro Forma EBITDA	\$ 1,510	\$ 1,495
	Year ended December 31,	
	2019	2017
	February 16, 2022 Portfolio ⁽²⁾	December 31, 2017 Portfolio
Total Revenues	\$ 5,469	\$ 5,387
Pro forma adjustments ⁽²⁾	(288)	(29)
Corporate level items ⁽³⁾	(4)	(10)
Pro Forma Revenues - All Owned Hotels	\$ 5,177	\$ 5,348
Total Expenses	\$ 4,670	\$ 4,711
Pro forma adjustments ⁽²⁾	(206)	(16)
Depreciation and corporate level items ⁽³⁾	(797)	(842)
Pro Forma Expenses - All Owned Hotels	\$ 3,667	\$ 3,853
All Owned Hotel Pro Forma EBITDA	\$ 1,510	\$ 1,495

(1) Profit margins are calculated by dividing the applicable operating profit by the related revenue amount. GAAP profit margins are calculated using amounts presented in the GAAP Results presented in the above table. Hotel margins are calculated using amounts in the All Owned Hotel Pro Forma Results presented in the above table.

(2) For 2019: Pro forma adjustments represent the following items: (i) the elimination of results of operations of our sold hotels in 2019 through February 16, 2022 and (ii) the addition of results for periods prior to our ownership for hotels acquired from January 1, 2019 through February 16, 2022, with the exception of the Laura Hotel and AC Scottsdale North which were not operating during 2019. For 2017: Pro forma adjustments represent the following items: (i) the elimination of results of operations of our sold hotels in 2017 and (ii) the addition of results for periods prior to our ownership for hotels acquired in 2017.

(3) Consistent with our comparable hotel definitions prior to 2020, corporate level items includes the following: (i) corporate and other expenses (ii) gains on insurance settlements and business interruption proceeds, and (iii) the results of our office spaces and other non-hotel income.

Schedule of All Owned Hotel Pro Forma Results for 2019 and 2017

The following tables present the calculations of per key amounts for the full Host portfolio:

				2019	
				February 16, 2022 Portfolio	
Net income (in millions)	\$	932	All Owned Hotel Pro Forma EBITDA (in millions)	\$	1,510
Number of rooms		43,964	Number of rooms		43,964
Net income/key	\$	21,000	EBITDA/Key	\$	34,000
				2017	
				December 31, 2017 Portfolio	
Net income (in millions)	\$	571	All Owned Hotel Pro Forma EBITDA (in millions)	\$	1,495
Number of rooms		52,560	Number of rooms		52,560
Net income/key	\$	11,000	EBITDA/Key	\$	28,000

Schedule of Net Income to All Owned Hotel Pro Forma EBITDA by Location

The following table reconciles net income to all owned hotel pro forma EBITDA for 2019 by geographic location, for hotels owned as of February 16, 2022⁽¹⁾ (in millions)

Location	Year ended December 31, 2019							
	Hotel Net Income ⁽¹⁾	Acquisitions and Dispositions	Adjusted Hotel Net Income ⁽¹⁾	Plus: Depreciation	Plus: Interest Expense ⁽¹⁾	Less: Income tax ⁽¹⁾	Equals: Hotel EBITDA	Percent of Total EBITDA
Maul/Oahu	\$ 89.2	\$ 0.9	\$ 90.1	\$ 45.3	\$ —	\$ —	\$ 135.4	9%
Florida Gulf Coast	69.3	—	69.3	34.7	—	—	104.0	7%
New York	39.1	2.9	42.0	50.4	—	—	92.4	6%
Jacksonville	25.0	—	25.0	9.1	—	—	34.1	2%
San Francisco/San Jose	95.2	(6.7)	88.5	64.0	—	—	152.5	10%
Washington, D.C. (CBD)	60.9	—	60.9	39.3	—	—	100.2	7%
Seattle	14.2	—	14.2	16.1	—	—	30.3	2%
Los Angeles/Orange County	42.1	(23.5)	18.6	13.0	—	—	31.6	2%
Boston	57.0	(25.2)	31.8	14.7	—	—	46.5	3%
San Diego	81.4	(4.5)	76.9	68.8	—	—	145.7	10%
Philadelphia	15.3	—	15.3	12.8	—	—	28.1	2%
Chicago	18.2	(1.4)	16.8	22.6	—	—	39.4	3%
Phoenix	49.8	(8.0)	41.8	49.5	—	—	91.3	6%
Atlanta	34.0	(17.0)	17.0	8.0	—	—	25.0	2%
Denver	14.0	—	14.0	16.1	—	—	30.1	2%
New Orleans	26.3	—	26.3	10.6	—	—	36.9	2%
Northern Virginia	22.4	(8.2)	14.2	11.9	—	—	26.1	2%
San Antonio/Austin	16.5	24.3	40.8	23.2	—	—	64.0	4%
Houston	13.4	—	13.4	19.6	—	—	33.0	2%
Orlando	48.3	19.3	67.6	40.0	—	—	107.6	7%
Miami	37.2	—	37.2	20.7	—	—	57.9	4%
Other	43.0	(11.5)	31.5	31.2	—	—	62.7	4%
International	14.7	—	14.7	10.0	—	—	24.7	2%
Total	\$ 926.5	\$ (58.6)	\$ 867.9	\$ 631.6	\$ —	\$ —	\$ 1,499.5	100%
Operations for acquired and sold hotels	—	—	58.6	23.8	—	—	82.4	
Gain on sale of property and corporate level income/expense	5.5	—	5.5	6.5	222.4	29.5	263.9	
Total	\$ 932.0	—	\$ 932.0	\$ 661.9	\$ 222.4	\$ 29.5	\$ 1,845.8	

(1) Results exclude AC Hotel Scottsdale North, a new development that opened in January 2021, and The Laura Hotel in Houston, which re-opened under new management in November 2021.

Acquisitions & Dispositions Metrics

The following table reconciles net income (loss) to Hotel EBITDA for the 2021 hotel acquisitions, as well as the per key amounts (in millions, except for room count, multiples and per key):

Hotel	No. of Rooms	Purchase Price	Hotel Net Income ⁽²⁾	Plus: Depreciation ⁽²⁾	Equals: Hotel EBITDA	Net income multiple	EBITDA multiple	Net income per key	EBITDA per key
Hyatt Regency Austin	448	\$ 161	\$ 13.6	\$ 4.6	\$ 18.2	12x	8.8x	\$ 30,500	\$ 40,700
Four Seasons Resort Orlando at Walt Disney World® Resort	444	\$ 610	\$ 19.3	\$ 16.9	\$ 36.2	32x	16.8x	\$ 43,500	\$ 81,500
Baker's Cay Resort	200	\$ 200	\$ 8.7	\$ 5.1	\$ 13.8	23x	14.5x	\$ 43,500	\$ 69,000
The Laura Hotel	223	\$ 65	\$ 4.9	\$ 2.1	\$ 7.0	13x	9.2x	\$ 22,000	\$ 31,400
Alila Ventana Big Sur	59	\$ 150	\$ 10.4	\$ 5.7	\$ 16.1	14x	9.3x	\$ 177,000	\$ 272,900
Alida Savannah	173	\$ 103	\$ 5.1	\$ 3.4	\$ 8.5	20x	12.1x	\$ 29,500	\$ 49,300
Hotel Van Zandt	319	\$ 242	\$ 10.8	\$ 7.5	\$ 18.3	22x	13.2x	\$ 34,000	\$ 57,200
2021 Acquisitions ⁽¹⁾	1,866	\$ 1,531	\$ 72.8	\$ 45.3	\$ 118.1	21x	13.0x	\$ 39,000	\$ 63,300

(1) 2021 Acquisitions include seven hotels acquired since January 1, 2021, through February 16, 2022. The Hyatt Regency Austin, Four Seasons Resort Orlando at Walt Disney World® Resort and Hotel Van Zandt use full year 2019 results. Baker's Cay Resort Key Largo and Alila Ventana Big Sur are based on 2021 forecast operations at acquisition, as the hotels experienced renovation disruption and closures in 2019. The Laura Hotel is based on estimated normalized results, which assumes a new manager, brand and operations in line with the 2019 results of comparable Houston properties. The Alida, Savannah is based on estimated normalized 2019 results, adjusting for construction disruption to the surrounding Plant Riverside District and for initial ramp-up of hotel operations. Due to the impact of COVID-19, results in 2020 are not reflective of normal operations of the hotels. Any forecast incremental increases to net income compared to net income at underwriting would be equal to the incremental increases in Hotel EBITDA. Some operating results are based on actual results from the manager for periods prior to our ownership. Since the operations include periods prior to our ownership, the results may not necessarily correspond to our actual results.

(2) The pro forma adjustment to net income is to account for Host's ownership, which results in a depreciation expense assuming Host acquired the hotel on January 1 of the respective year.

The following table reconciles net income to Hotel EBITDA for the 2021 hotel acquisitions, based on the estimated stabilization date for each hotel (in millions except for room count and multiples):

Hotel	No. of Rooms	Purchase Price	Hotel Net Income ⁽¹⁾	Plus: Depreciation ⁽¹⁾	Equals: Hotel EBITDA	Net income multiple	EBITDA multiple	Net income per key	EBITDA per key
Hyatt Regency Austin	448	\$ 161	\$ 13.6	\$ 4.6	\$ 18.2	12x	9x	\$ 30,500	\$ 40,600
Four Seasons Resort Orlando at Walt Disney World® Resort	444	\$ 610	\$ 33.1	\$ 16.9	\$ 50.0	18x	12x	\$ 74,500	\$ 112,600
Baker's Cay Resort	200	\$ 200	\$ 10.0	\$ 5.1	\$ 15.1	20x	13x	\$ 50,000	\$ 75,500
The Laura Hotel	223	\$ 65	\$ 5.6	\$ 2.1	\$ 7.7	12x	8x	\$ 25,000	\$ 34,500
Alila Ventana Big Sur	59	\$ 150	\$ 10.4	\$ 5.7	\$ 16.1	14x	9x	\$ 176,500	\$ 272,900
The Alida, Savannah	173	\$ 103	\$ 5.7	\$ 3.4	\$ 9.1	18x	11x	\$ 33,000	\$ 52,400
Hotel Van Zandt	319	\$ 242	\$ 15.3	\$ 7.5	\$ 22.8	16x	11x	\$ 48,000	\$ 71,500
2021 Acquisitions	1,866	\$ 1,531	\$ 93.7	\$ 45.3	\$ 139.0	16x	11x	\$ 50,000	\$ 74,500

(1) The pro forma adjustment to net income is to account for Host's ownership, which results in a depreciation expense assuming Host acquired the hotel on January 1 of the respective year.

Acquisitions & Dispositions Metrics

The following tables reconcile net income to Hotel EBITDA for the 2018-2022 acquisitions and dispositions (in millions except for room count and multiples):

Hotel	No. of Rooms	Purchase Price	Hotel Net Income ⁽³⁾	Plus: Depreciation	Equals: Hotel EBITDA	Net income multiple	EBITDA multiple
2018-2022 YTD Acquisitions ⁽³⁾	3,743	\$ 3,169	\$ 140.6	\$ 92.8	\$ 233.4	23x	14x
2021-2022 YTD Acquisitions ⁽³⁾	1,866	\$ 1,559	\$ 73.7	\$ 46.0	\$ 119.7	21x	13x

Hotel	No. of Rooms	Purchase Price	Hotel Net Income (Loss)	Plus: Depreciation ⁽³⁾	Plus: Interest Expense	Plus: Income Tax	Equals: Hotel EBITDA	Net income multiple	EBITDA multiple
2018-2022 YTD Dispositions ⁽²⁾	16,491	\$ 4,453	\$ 157.9	\$ 142.7	\$ 10.4	\$ 2.3	\$ 313.3	28.2x	16.7x
2021-2022 YTD Dispositions ⁽²⁾	3,848	\$ 981	\$ 40.2	\$ 42.3	\$ -	\$ -	\$ 82.5	24.4x	15.4x

- (1) 2018-2022 Acquisitions include 11 properties and two Kaanapali golf courses acquired since January 1, 2018, through February 16, 2022. Baker's Cay Resort Key Largo and Alila Ventana Big Sur are based on 2021 forecast operations at acquisition, as the hotels experienced renovation disruption and closures in 2019. The Laura Hotel is based on estimated normalized results, which assumes results are in-line with the 2019 results of comparable Houston properties, as the property was re-opened with a new manager and brand in 2021. The Alida, Savannah is based on estimated normalized 2019 results, adjusting for construction disruption to the surrounding Plant Riverside District and for initial ramp-up of hotel operations. The other seven properties and Ka'anapali golf courses use full year 2019 results. Due to the impact of COVID-19, results in 2020 are not reflective of normal operations of the hotels. Any forecast incremental increases to net income compared to net income at underwriting would be equal to the incremental increases in Hotel EBITDA. Some operating results are based on actual results from the manager for periods prior to our ownership. Since the operations include periods prior to our ownership, the results may not necessarily correspond to our actual results.
- (2) 2018-2022 Dispositions include the sale of 26 hotels since January 1, 2018, through February 16, 2022, as well as the sale of the European Joint Venture and the New York Marriott Marquis retail, theater and signage commercial condominium units. European Joint Venture balances included in this total represent our approximate 33% previous ownership interest, except for the number of rooms of 4,335, which represents the total room count of the European Joint Venture properties. The 2018 and 2019 dispositions use trailing twelve-month results from the disposition date, while the 2020, 2021 and 2022 dispositions use 2019 full year results as the TTM is not representative of normalized operations. For 2018-2022 YTD dispositions, combined avoided capital expenditures over the 5 years following the disposition dates totaled \$793 million. For 2021-2022 YTD dispositions, combined avoided capital expenditures over the 5 years following the disposition dates totaled \$290 million.
- (3) Certain items from our statement of operations are not allocated to individual properties, including interest on our senior notes, corporate and other expenses, and the benefit (provision) for income taxes.

The following tables reconcile net income to Hotel EBITDA for the W Hollywood and Sheraton Boston (in millions, except for room count and multiples):

Hotel	No. of Rooms	Purchase Price	Hotel Net Income ⁽¹⁾	Plus: Depreciation	Equals: Hotel EBITDA	Net income multiple	EBITDA multiple
W Hollywood	305	\$ 197	\$ 1.4	\$ 7.8	\$ 9.2	142x	25.0x

Hotel	No. of Rooms	Purchase Price	Hotel Net Income ⁽¹⁾	Plus: Depreciation	Equals: Hotel EBITDA	Net income multiple	EBITDA multiple
Sheraton Boston	1,220	\$ 233	\$ 12.8	\$ 13.2	\$ 26.0	18x	14.2x

- (1) Certain items from our statement of operations are not allocated to individual properties, including interest on our senior notes, corporate and other expenses, and the benefit (provision) for income taxes.