BOARD OF GOVERNORS MEETING

September 14 – 15, 2022
Introduction & Agenda Overview
Action Item

Approval of Minutes
August 30, 2022
Asset Management

Joe Bocherer
Chief Commercial Officer
Internal Asset Management Team: Signia by Hilton Atlanta

Frank Poe
Executive Director

Joe Bocherer
Sales/Revenue & Commercial

Jen LeMaster
Campus Communications & Finance Procurement

Melana McClatchey
Legal/Contracts

Kevin Duvall
Public Safety & Operations
Background: Asset Management

Pre-Opening Tasks
- Sales & Revenue Performance and Goals; Booking Agreements – FRGT alignment
- Executive Team Hiring Oversight
- Legal (to include but not limited to): Contracts, Procurement, License Agreements, QMA, Room Block/Georgia Ballroom Agreements, Development Agreement, Review of Specifications Associated with Goods and Services for the Hotel, Insurance Policies/Claims, Bond Compliance
- Pre-Opening Budget Management
- Contracts/Shared Services and Bookings
- Operational Oversight/Drew Company
- Weekly Meetings w/GM and DOS
- Quarterly Board Meeting Report

Post-Opening Tasks
- Sales & Revenue Accountability/Budget Performance/P&L Review
- Marketing Campus/One Voice
- Legal (to include but not limited to): Contracts, Procurement, License Agreements, QMA, Room Block and Georgia Ballroom Agreements, Development Agreement, Review of Specifications Associated with Goods and Services for the Hotel, Insurance Policies/Claims, Bond Compliance
- Campus Public Safety/Physical Building/Traffic Management
- Financial/Capital/Cashflow
- Procurement
- Monthly Preparation for Board Meeting
- Hilton Owner Brand Meetings
Ensure GWCCA’s and Hilton’s compliance with applicable law, Authority governing documents, rules and regulations, and agreements including but not limited to the Indenture of Trust, Qualified Management Agreement, Technical Services Agreement, Pre-Opening Services Agreement, the Georgia Ballroom Agreement, and the Room Block Agreement.

Program will be formalized in a Policy that will be approved by the Executive Director.
Compliance Program: Training by Hotel Counsel

➢ **Annual and On-Boarding Training** for **GWCCA staff** who handle Hotel related matters and **Hotel Staff**

➢ **Topics of the training** will include Contracts, Procurement, Laws, Rules and Regulations that apply to operation of a state government project

➢ Additional **topics may be added to the training program** at the professional discretion of Hotel Counsel
Compliance Program: Development of Policy Committee

➢ The Qualified Management **Agreement** calls for the **creation** of a Policy Committee

➢ The Committee will **coordinate the performance by GWCCA and Hilton** of their respective obligations and facilitate the **operation and promotion of the Hotel** in an efficient manner

➢ **GWCCA Staff on the Committee:** Chief Operating Officer, Chief Administrative Officer, Chief Commercial Officer, and Hotel Counsel

➢ **Hilton will designate 3 of its employees** to be on the Policy Committee

➢ Policy Committee **meets** at least **once per month**

➢ **Minutes will be taken** at the meetings and a **report provided to the Board**
The Policy **Committee’s scope shall include** but is not limited to:

- **selection of** the Senior Executive **Personnel**
- **policies** that materially affect Hotel Personnel
- **special projects** recommended by Hilton or GWCCA
- the annual **proposed and/or approved operating plan and budget and the proposed and/or approved Capital Budget** and periodic updates related thereto
- **marketing program** for the hotel
- campus **coordination, deliverables**, contracts, vendors, and procurement
Compliance Program: Development of Campus Coordination Committee

No later than 90 days prior to the opening of the Hotel, a Campus Coordination Committee shall meet and shall continue **meeting on at least a weekly basis.**

The following **personnel from GWCCA shall sit on this Committee:** Hotel Counsel, Sr. Director of Campus Operations, Director of Purchasing, Director of Food and Beverage, Sr. Director of Campus Safety Operations, Director of Communications, and Director of Client and Guest Services. Other members of GWCCA may be requested to attend this Coordination meeting on an as-needed basis.

GWCCA shall request that the **Hotel designate appropriate personnel to participate in the weekly meeting** to discuss **topics and coordinate efforts on matters related to safety, event and site management including exterior activations, partner coordination, traffic and transportation management, parking, and campus messaging.**
This Preopening Budget summarizes the estimated working capital requirements for the preopening period to be funded.

**Sales and Wages**

- **Admissions & Greeting**: $1,217,917
- **Sales & Marketing**: $4,753,218
- **Rooms Division**: $1,217,917
- **Other Operated Departments**: $398,940
- **Food & Beverage**: $398,940

**Other Operating Costs**

- **Travel and Meals**: $82,905
- **Research Serv Fees**: $34,150
- **Entertainment External**: $2,599
- **Trade Marketing Exhibits**: $4,853
- **Other Marketing Expense**: $29,360
- **Collateral/Production Creative**: $1,813
- **Photography Image**: $2,977
- **Other Operated Departments**: $8,994

**Total**

- **Total Payroll**: $1,180,222
- **Total Sales and Marketing**: $1,423,100
- **Total Other Operating Costs**: $2,661,450
- **Grand Opening**: $1,167,009

**Opening Date**

- **January 1, 2024**

**Signia by Hilton Atlanta**

Number of Rooms: 975

Forecasts and Budgets

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<tr>
<th>Category</th>
<th>Forecast</th>
<th>Total</th>
<th>Variance</th>
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**Variance**

- **Total Payroll**: $0
- **Total Sales and Marketing**: $0
- **Total Other Operating Costs**: $0
- **Total**: $0

**Variance**

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**Closing Total**

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**Variance**

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- **975**

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**Variance**

- **Total Payroll**: $0
- **Total Sales and Marketing**: $0
- **Total Other Operating Costs**: $0
- **Total**: $0
## Key Management Hire Dates

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<tr>
<th>Management Position</th>
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<tr>
<td>Director of Hotel Operations</td>
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<td>Director of Food &amp; Beverage</td>
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<tr>
<td>Director of Finance</td>
<td>3/1/23</td>
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<tr>
<td>Director of Human Resources</td>
<td>4/1/23</td>
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<tr>
<td>Director of MIS</td>
<td>3/1/23</td>
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<tr>
<td>Director of Security</td>
<td>11/1/23</td>
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<tr>
<td>Executive Chef</td>
<td>9/1/23</td>
</tr>
<tr>
<td>Director of Catering &amp; Events</td>
<td>10/1/22</td>
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<tr>
<td>Director of Revenue Management</td>
<td>10/15/22</td>
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<tr>
<td>Marketing Manager</td>
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Next Steps for Internal Asset Team

➢ Stand up the Policy Committee and begin a meeting cadence with Hilton Management to ensure alignment through and after opening

➢ Stand up the Campus Coordination Committee

➢ Develop processes between GWCCA staff and their hotel counterparts
Questions?
## Projects and Improvements

### Funding Sources

<table>
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<tr>
<th>Self-Funded</th>
<th>Bond-Funded</th>
<th>Other</th>
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<td>American Rescue Plan Act (ARPA)</td>
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<td>Annual Operating budget</td>
<td>Major Repair and Renovation (MRR)</td>
<td>Park Capital Campaign</td>
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<td>Food &amp; Beverage Reserves</td>
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<td>Property Disposition</td>
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<td>Legal Settlements</td>
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17
Focus on Five Major Sources in FY23

<table>
<thead>
<tr>
<th>Sources of Funding</th>
<th>Amount</th>
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<td>ARPA (CARES Act)</td>
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<td><strong>Total Funds Available</strong></td>
<td><strong>$11,553,000</strong></td>
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Major Projects and Improvements Alignment with KPIs

**FACILITIES**
$7,427,894
- FY23 Reserves: $1,402,947
- COPV: $865,290
- Property Disposition: $652,100
- ARPA: $4,507,511

**CUSTOMER**
$2,460,494
- FY23 Reserves: $1,675,094
- F&B Reserves: $400,000
- Property Disposition: $247,900
- ARPA: $137,500

**TEAM**
$1,208,810
- FY23 Reserves: $545,698
- F&B Reserves: $400,000
- ARPA: $263,112
Project Highlights: Facilities

Completed Projects

➢ Repairs to Red Deck stairwell #2
  ▪ Significant cracking in CMU walls noted from Level 7 to Level 1
  ▪ No structural concern of the main parking deck reinforced concrete frame noted

➢ Repairs to Orange Deck viaduct (not shown)

➢ Replaced emergency transfer switch (not shown)
Project Highlights: Facilities

Completed Project
➢ COP perimeter fencing
Project Highlights: Facilities

In-Progress Project

➢ COP Quilt: repairs to hardscape
In-Progress Project

➢ Resurfacing of COP playground
  - Installation of new “poured in place” padded safety materials to be completed in September
Project Highlights: Facilities

Completed Projects

- Pressure washing façade of Buildings A and B (completed)
- Repainting the Main Lobby entrance steel (on-going)
- Pressure washing of Red, Silver, and Green parking decks (forthcoming)
Project Highlights: Facilities

Completed Project

➢ Replaced shaft bearing and drive on Cooling Tower 6
Project Highlights: Facilities

In-Progress Projects

➢ Improvements to crosswalks on AYIB
Project Highlights: Facilities

In-Progress Projects

➢ Major repairs to escalators – Building B, Level 4 and Thomas Murphy Ballroom

➢ Mockup of Meeting Room modernization – Building A, Rooms 402/403 and 411/412 (not shown)
  - Carpet
  - Air wall replacement
  - Paint
  - Tables and chairs (part of ballroom purchase)
Project Highlights: Facilities

Upcoming Project

➢ Redesign of Gate 6 guard booth and access control
Project Highlights: Facilities

Upcoming Project

➢ Technology enhancements to Authority Boardroom
  ▪ Audio to back table
  ▪ Two-way video conference capability added
  ▪ Computer replacement
  ▪ Wire management
Project Highlights: Facilities

Upcoming Project

➢ Modernization of Executive Boardroom (technology and finishes)
  ▪ Room last updated in 2005
Project Highlights: Customer

Other Technology Upgrades

➢ Room temperature and humidity sensor installations (completed)
  ▪ Range alert settings
  ▪ Dashboard information
  ▪ IOT (Internet of Things)

➢ Feedback Now enhancement (forthcoming/not shown)
  ▪ Next generation people counting capabilities
  ▪ Allows for proactive staff deployment to high volume areas

➢ Replacement and upgrade of fire alarm notification system head end (ongoing/not shown)
Project Highlights: Customer

In-Progress Projects

- Purchase of 5,000 Thomas Murphy ballroom chairs
  - Begin receipt of chairs in October
- Purchase of new folding tables and chairs for outdoor seating near Social Table (not shown)
- Installation of new wheelchair lift in Building A (not shown)
Project Highlights: Customer

Upcoming Projects
➢ VIP parking in Red Deck
Project Highlights: Customer

Upcoming Project

➢ Addition of Refuge Coffee in lobby of Building A
Project Highlights: Customer

Upcoming Project

➢ First phase of enhancements to interior and exterior wayfinding signage
Project Highlights: Team

Completed Project

➢ Purchased two new police patrol vehicles
Project Highlights: Team

Completed Project

➢ Purchased new side-by-side patrol vehicles for rapid response and traffic support
Completed Project

- Purchased two new forklifts for Facility Operations department
Project Highlights: Team

Upcoming Projects

➢ Improvements to HVAC controls in GWCC/Signia shared Sales office
➢ Purchase of additional Setup department equipment and transport dollies
➢ Purchase of additional transportation equipment to move equipment to/from COP
➢ Recommission Building A kitchen
➢ Modernize restroom near Bridge Point (team member cafeteria) as model for future public restroom projects
ARPA Funds (CARES Act)

Total Funding for Capital and Major Maintenance Projects: $5,253,122

- Grant application requested funds to support facility updates to improve health, safety, and security. Focus was on Facility Management and Public Safety projects and personnel.
- Breakdown of grant use:

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<thead>
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<th>Category</th>
<th>Amount</th>
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<td>Supplies</td>
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<td>Contracts/Consultants</td>
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ARPA Funds (CARES Act)

Major Building Enhancements

➢ Consolidation of chiller and boiler plants to achieve significant operational efficiencies
➢ Consolidation of cooling tower systems to achieve efficiencies and retire aging equipment and piping
➢ Technology and furniture improvements to communications/dispatch center
➢ Replacement of aging entry doors in Buildings A and B
➢ Life safety improvements in Building B
➢ Deep cleaning of carpets and floors and replacement of elevator floors
Questions?
Retirement Plan Strategy

Jennifer LeMaster
Chief Administrative Officer
Background

- FY12 State Health Benefit Plan Rate – 27.4%
- $1.7 million (14%) in savings from SHBP in FY22
- Same or better health benefits with less enterprise and employee costs
Retirement Plan Overview

- New plan pays 2% for every year of service
- GSEPS plan pays 1% for every year of service
- FY12 Retirement Plan Avg Rate – 9.3%
- FY23 Retirement Plan Avg Rate – 29.24%
- Plus 2% increase to budget for 401K (SB343)
- $857K in additional retirement expense for FY23
Timeline and Next Steps

➢ **To date:** meetings with AG Office, Fiduciaries, and Consultants and staff

➢ **Now through the end of the year:** assemble advisors to assist with reviewing data

➢ **Feb & July 2023:** update Personnel Committee/BOG on potential changes

➢ **September 2023:** recommendation
Questions?
15-Minute Break
ATL / GWCC
Welcome to Signia by Hilton
Master Plan

F&B Program Overview
F&B Concepts
  Lobby Bar
  Club Signia
  Friendship Market | Grab & Go
  Homespun | All Day Dining
  The Nest on Four | Sports Bar
  Highball | Pool Bar
  Capolinea | Signature Restaurant

The Finer Details & Next Steps
SECTION I:

SIGNIA BY HILTON
MARKET ANALYSIS
MASTER PLAN
WELCOME TO SIGNIA BY HILTON...

Signia by Hilton is a dynamic, meetings- and events-focused brand that infuses sophisticated travel and premium experiences into every aspect of the guest experience. Each Signia by Hilton hotel will offer unparalleled meetings and events capabilities with world-class design, state-of-the-art technology and signature food and beverage offerings, all backed by the Hilton name and award-winning Hilton Honors program.

A CUT ABOVE.
MASTER PLAN

LEVEL ONE

- CLUB SIGNIA
  2490 SF / 88 SEATS

- LOBBY BAR
  1961 SF / 80 SEATS

- CAFÉ & MARKET
  2084 SF / 24 SEATS

- TERRACE BAR
MASTER PLAN

LEVEL FOUR + LEVEL FIVE

- **ALL DAY DINING**
  4793 SF / 285 SEATS

- **SIGNATURE RESTAURANT**
  4750 SF / 120 SEATS

- **SPORTS BAR**
  2174 SF / 134 SEATS

- **POOL BAR**
SECTION II:

F&B PROGRAM OVERVIEW
F&B CONCEPTS
PARTNERSHIP CONSIDERATIONS
NEXT STEPS
The food and beverage program at Signia by Hilton Atlanta is representative of the brand’s unparalleled commitment to quality and creativity. Beginning with the first impression – a dramatic and design-forward lobby bar to the bustling energy of the sports bar – each and every guest will enjoy the dynamic spectrum of food and drink experiences within the property’s footprint.
The Lobby Bar at Signia by Hilton – Atlanta sets the tone for the guest’s holistic food and beverage experience. Music heralding the history of Atlanta’s cultural roots – from 1920’s and 30’s jazz to contemporary soul hums in the background. As the first space, and first impression, for guests arriving on property, this space suits the needs of the moment. Whether hosting a large group after a meeting breakout or a destination for locals to visit for a post-workday cocktail, this space is functional and evolutionary. Refined and approachable, the back bar is lined with a spectrum of spirits, while cocktails are crafted with care and precision. A rotational wine and beer program further complements the lighter fare served from the space – all of which is both individual- and group-friendly.

**Next: Cuisine Visualization**
BEVERAGE PROGRAM

CONTEMPORARY & SEASONALLY-DRIVEN

The beverage program of the Lobby Bar mirrors the sleek and contemporary design of the space itself. Thin-stemmed martini glasses are filled with classics like a Vesper martini or contemporary variations of Pre-Prohibition classics. What’s constant is a perfectly balanced and executed drink, garnished with impeccable precision. Of course, the lobby bar will also feature a selection of seasonally-rotating wines - poured tableside, and beers. The seats at the front bar are most coveted, placing the skills of Signia’s high caliber bartenders on stage.
FOOD PROGRAM

IMBIBE-FRIENDLY
SEASONAL COCKTAIL FARE

Complementary to the Lobby Bar beverage program, the food program focuses on shareable, cocktail-friendly fare. Whether visited by a solo guest in search of a respite from a long day of travel, or a larger group celebrating the culmination of meetings, the offerings at the Lobby bar will prove perfectly equipped. From a seasonal cheese and charcuterie menu to a snacks like a carrot hummus with dill crostini, or a main such as a grass-fed burger with cave-aged gouda on a brioche bun, guests will enjoy the American regional fare in a chic, energetic setting.
Guests are invited into the Lobby Bar with a welcoming smile and a pristine view of skilled bartenders mixing cocktails, presenting wine labels and garnishing cocktails with care. Cocktail servers are well versed in the spirits, beer, and wine on the menu and the lighter fare bites to complement the guest’s beverage selection. Service is regimented, but without the air of pretentiousness or inaccessibility – the perfect balance to set the tone of the F&B experience at large.
MOMENTS & RITUALS

The subtle rituals and special moments at the Lobby Bar will set create a markedly different experience than other hotel bars in the market. Some of our unique differentiators will include an ever-rotating charcuterie menu tailored to individuals and groups, a specialty ice program for signature cocktails and high-end pours, and an abstract, art-driven, photograph-worthy menu weaving in the music of Atlanta’s rich history.
As the energetic hub of the property, the ambience of the Lobby bar will require a lighthearted and welcoming energy during daylight, and a transition to a moody abode at nightfall. Music influenced by the city of Atlanta will hum in the background while lighting will progressively dim. The OS&E will be representative of the minimalist and sleek design – think thin-stemmed, sky high martini glasses and pre-prohibition era bar tools and a menu that beckons the guests to stay for one more.
CLUB SIGNIA
Entry to Club Signia requires that guests pay a premium on eligible room types and as a result, a sense of exclusivity surrounds the Club Signia experience. An impressive moment of arrival transports guests from the haste of a bustling lobby into a calm and restrained environment. Inside, several zones create an immersive and multi-functional experience for guests. Whether in the bar and lounge area, at hard tables that may be used for work or dining, or inside the flexible den for a meeting, Club Signia serves a variety of purposes. Club Signia is a purposeful space, modern in appearance and welcoming in atmosphere, whose attention to design and detail is a cut above.
BEVERAGE PROGRAM

CLUB-STYLE SERVICE
& A SELF-SERVICE PANTRY

An all-day beverage program is a key pillar of the Club Signia experience. A self-service pantry, fully stocked with everything from sparkling water to canned lattes will be a frequently utilized amenity for Club guests visiting the space midday for a quick meeting or quiet escape. In the evening, a full bar offering will be executed from the Club’s seated bar. Guests may select a signature cocktail from the menu or opt for a beer or wine from the seasonally-changing menu.
Food Program

A Balance of Displayed and Cooked-to-Order Items

Equally as important as the beverage program at Club Signia, the food offerings will drive the guest satisfaction of the experience. In the morning, the breakfast offerings will be displayed on the integrated-induction countertop and chefs will prepare eggs à la minute in the live cooking zone. Evenings at Club Signia will be another fully bespoke experience, with lighter fare served alongside the beverage program, menu offerings will be chef-driven and rotational.
The team members in the Club Signia space will be welcoming, reliable, and perfectly present to provide personalized service to each and every guest. Beginning before the arrival with an email outlining the components of the experience, whether F&B-driven or not, and service will continue throughout the guests stay. Chefs in the live cooking zone will be well-versed in FOH steps of service, and bartenders and cocktail servers will provide insights to the destination attractions of the local market.

SERVICE POSITIONING
When guests choose to pay for a premium Club Signia room at Signia by Hilton, the experience will be noteworthy. Each piece of collateral – menu, coasters, and in-room amenities – will be specifically branded in Club Signia’s emblem. Meanwhile, the in-club experience will have an environment that is tailored to the needs of its guests, zones within the space each have its own purpose, from integrated meeting niches to a residentially-inspired dining nook.
FRIENDSHIP MARKET
Grab & Go
CONCEPT POSITIONING

A GRAB-AND-GO REMINISCENT OF A BOUTIQUE MARKET

The Cafe and Market is more than a place for casual encounters and conveniences. Thoughtful planning, innovative design, and curated programming creates a space for so much more - all said, a space to pause and inspire. Of course, a wholesome and nourishing food and beverage experience will be paramount, but additional, expertly-curated retail elements and items will also be available to its guests. In the morning, the café and market will act as an alternative breakfast location, particularly for guests in search of a quick bite, while the midday and evening offerings will be for guests looking to go to their room or dine in the surrounding seating zones of the terrace bar.

NEXT: MARKET VISUALIZATION
In the morning, the aroma of freshly-brewed coffee fills the space. The breakfast program boasts a high-quality espresso program, freshly-baked pastries, and a selection of grab-and-go, healthy breakfast items.

As the day unfolds, midday visitors can opt for a prepared salad or sandwich, or an afternoon snack from the pantry complimented by an afternoon pick-me-up latte before returning to their day. In the evening, guests may peruse the wine shelves and select a freshly-prepared, yet packaged, cheese board or hummus with crudité to enjoy in the seating zones both within and outside of the market footprint. All in all, a broad beverage selection and wellness-driven menu of creative dishes encourages all day gathering and dining for the Signia guest.
While quick service is incredibly important in the café and market space, unparalleled hospitality will still be a mainstay. Trained baristas will execute boutique coffee shop level beverages, and chefs will package the freshly made, yet pre-prepared snacks and meals with care. The market zone will be well-maintained and organized throughout the shifts and team members will have a keen knowledge of the local specialty products available and encourage the guests to sample some of Atlanta’s small purveyor specialties.
MOMENTS & RITUALS

Signia guests will be surprised by the unique elements of the café and market space. Its adjacency to the terrace bar encourages guests to select a bottle of wine or RTD cocktail from the boutique retail zone and pair it with one of the chef-curated cheese boards or local, Atlanta-based di amano artisanal chocolate tastings.
UNIQUELY, THIS SPACE WILL FEEL MORE
NUANCED AND BOUTIQUE. IN PLACE OF LINES OF RETAIL MERCHANDISERS WILL
BE CUSTOM MILLWORK, SLEEK PRODUCT PLACEMENT, AND UNDENIABLY
FRESH PACKAGED PRODUCTS. TEAM MEMBERS WILL BE OUTFITTED IN
BRANDED BARISTA APRONS ACCESSORIZED WITH A BRANDED PIN. THE
DISPOSABLE PACKAGING WILL BE SECURED WITH A CUSTOM STICKER OR
EMBOSSSED PARCHMENT PAPER BEFORE BEING PLACED BEHIND THE
AMBIENT GLASS DISPLAY OR OPEN-AIR REFRIGERATOR. EACH AREA OF THE
SPACE WILL HAVE A SPECIFIC FUNCTION, FROM THE BARISTA COUNTER TO THE
MARKET’S WINE CELLAR.
CONCEPT POSITIONING

A DESTINATION BAR WITH VIEWS OF ATLANTA’S FAMED ARENA

The destination bar is the perfect place for casual conversation among friends and a standout venue to watch sports games being broadcast at the nearby Mercedes Benz Stadium and beyond. The grand central bar features an expansive selection of beers on tap and bottled spirits. Local and craft selections from breweries around Atlanta are highlighted. A focused wine list and creative cocktails round out the beverage program that feels cohesive and complete. On gamedays, the bar quickly fills with hotel guests and locals alike. Drinks flow within a communal atmosphere as guests easily spill out onto the outdoor terrace, bringing the energy throughout the space.

NEXT: CUISINE VISUALIZATION
Atlanta and its surrounding region has no shortage of craft, small batch purveyors of beer and spirits. The beverage program at the Sports Bar will feature many of these products, from Terrapin Beer Co.’s Pregame Lager on draft or as a draft pour or a seasonal cocktail using Armour & Oak’s Northern Georgia-based Apple Brandy. As many visitors to this space will be in search of a place to watch the game, it’s expected that a well balanced, yet interesting, beer program will lead. A wide selection of draft, canned and a bottled beer will be available, with a core focus on Georgia-produced offerings. However, for those interested in a cocktail or glass of wine instead, the menu will offer a selection of white, red, and rosé pours, a spectrum of standard and top shelf spirits.
FOOD PROGRAM

STADIUM FAN FAVORITES ON A WHOLE NEW LEVEL

The cuisine in the Sports Bar will focus on classic bar fare with Atlanta roots. Using inspiration from the most coveted vendors in Mercedes Benz Stadium – like Delia’s Chicken Sausage Stand or Fox Bros. BBQ - expect a range of Southern American favorites. Big and bold (and fun) flavors will dominate, and guests will feel the creativity of the culinary team in every bite. And for those joining for a nightcap – bartenders will suggest one of their favorite sweets from the menu, a Georgia Peach Fritter to enjoy as either a late night snack or a morning delight.
The service style in the Sports Bar will be friendly, energetic and fun. Servers and bartenders will be more casual in their approach compared to other outlets within the hotel, encouraging a lively, familial atmosphere. Cocktail-style service will be utilized on the terrace zone, with servers recommending sharing-friendly F&B for larger groups.
The Sports Bar will pride itself on its differentiators from other sports bars in the market. Signature elements such as buckets of local beer or the bar’s housemade bar mix of caramel corn and peanuts will be moments that guests will not forget.
Energetic, fun and vibrant, the sports bar will have an ambience unlike any other space in the hotel. Its design, technology, and leading F&B program will encourage local guests to become regulars at this destination bar. Small touches to pay homage to the sport teams of Atlanta will be woven into the menu and collateral and team members from matchboxes, beverage napkins, or decorative pennants at the host stand.
HOMESPUN
All Day Dining
CONCEPT POSITIONING

A BUSTLING BRASSERIE WITH SOUTHERN ROOTS

The all day restaurant is central and communal, an energetic center for regionally- inspired American dining in a modern, airy setting. From a strong design ethos to the open finishing counter, tabletop elements and the menu itself, this concept is wholly inspired by a bustling brasserie with a Southern touch.

The menu features seasonal ingredients from regional farmers and producers. These ingredients are presented simply and honestly – in dishes that are never unnecessary in complexity and pure in presentation.

NEXT: CUISINE VISUALIZATION
BEVERAGE PROGRAM

FROM FRESHLY BREWED COFFEE TO A BOURBON NIGHTCAP

The All Day Restaurant will require a thoughtful beverage offering for each meal period. Beginning with a leading coffee and tea program in the morning, guests will enjoy drip coffee or an expertly-prepared latte or chilled Southern tea alongside their meal. As day transitions to night, more dynamic program will emerge. Beer, wine, spirits will be available from midday onward. The cocktail program will be rotated on a seasonal basis, utilizing the same farmers and regional purveyors as the chef-prepared food offerings. Southern classics, such as a mint julep or a cajun lemonade will be menu staples, or guests can easily conclude their night with a neat pour of the restaurant’s southern whiskey collection.
FOOD PROGRAM

REGIONAL AMERICAN FARE WITH A STORY TO TELL

A strong commitment to regional farmers will be evident in the food program. Simply-prepared, wholesome, seasonal ingredients will drive the menu. Agriculturally-inspired, many menu items will note the ingredient’s origin. For breakfast, dishes such as biscuits and gravy or steak and eggs will appear alongside healthier alternatives like a Greek yogurt parfait with housemade peach granola. In the afternoon and evening, guests can explore the range of menu items, from small snacks like deviled eggs with crispy bacon to main courses for two, like a whole roasted chicken with stewed collard greens and a rich au jus.
Southern hospitality is the core inspiration for the warm service style of this space. Beginning with a friendly greeting by the host and prompt coffee service upon arrival at breakfast, guests will appreciate the approachable and knowledgeable demeanor of the FOH team members. A particular focus will be given to the overall narrative of the concept, including the agricultural roots of the menu, the farm partners and the local spirits behind the bar.
Both Atlanta and the deep south is rooted in culture and rituals. In the All Day Dining Restaurant, we will incorporate some of these signature moments:

- Small batch, Southern whiskey collection
- Dessert program featuring Southern-inspired pies, from classic Buttermilk to Peach Crumb
- Southern Tea features – from iced and hot teas, tea incorporated in menu items whether food or drink.

MOMENTS & RITUALS
The uniform program and OS&E in the All Day Restaurant will utilize elements of Southern design and culture. Particularly, to recollect the significance of Southern quilt making and its importance to conveying stories and family histories, the patterns will be incorporated in the smaller tabletop and uniform touches - from a quilted linen napkin to the interior binding of the menus and the pocket square of the maître’d. To support the tea program, vintage-inspired tea ware can be utilized for both design elements and tableside moments.
HIGHBALL
Pool Bar
As the gem of the fifth floor of the Signia by Hilton, the Pool Bar will be an escape for the hustle and bustle of Atlanta. A fully-stocked bar will be accompanied by a sunshine-friendly food program – executed from the fourth floor main kitchen. Channeling the energy and vibe of the best garden party, the Pool Bar will offer a more casual, sustainably packaged fare, best enjoyed during a sunny afternoon in a chaise.
Bright and vibrant beverages will be served from midday to evening on the pool deck. For those joining midday in search of a light refreshment, low- and no-alcohol cocktails will be best suited. Guests may choose one of our specialty highball cocktails from our signature menu - for example, a peach lemonade garnished with mint or a Chinola passionfruit spritz, topped with Fever Tree lemon tonic. For those looking for a more conventional afternoon pool drink – a selection of canned beers will be provided, extra cold, and served in a branded koozie.
Like a ghost kitchen operation, the food program for the Pool Bar will be executed from the kitchens on the floor below. Offering more casual, poolside-friendly fare, unique and rotational pop-up menus will continue the cuisine of its 4th floor counterparts – Homespun, The Nest on Four, and Capolinea. Perhaps one week will offer a Southern-Style Picnic featuring dishes like a Crispy Chicken Sandwich with a tangy cabbage slaw and housemade bread & butter pickles. While other weeks we can utilize Capolinea’s wood-fired oven to serve up Neapolitan-style pizzas with both classic and seasonal toppings and crust with the perfect char.
While Sinatra serenades... ice cold martinis are stirred... fresh pasta is rolled... and guests come to see and be seen.
The ultimate homage to Italian-American cuisine, where classic “red sauce” fare is reinvented with astounding elegance.

A destination restaurant in the Atlantic food scene, Signia by Hilton’s signature restaurant attracts guests for all occasions, from a business gathering to anniversary celebration.

Located on the fourth floor, guests arriving to the space — whether by escalator or elevator — are greeted by a vision of the display kitchen where pasta is *fatto a mano*. The bar’s vibrant scene carries the energy throughout the space, continuing through the main dining zone and culminating in an outdoor terrace adorned with greenery and curated lighting.
Concept Visualization
Beverage Program

Lively and welcoming, the bar presents an atmosphere reminiscent of Little Italy. Ice cold martinis, amaros poured neat and prosecco-on-tap are central elements to the vibe. The ultimate reason for the visit? An opportunity to see and be seen.
Food Program

The food program embodies the unpretentiousness and hospitality of Italian-American cuisine with an air of elegance. All pasta is produced in-house with modern equipment and culinary techniques. Nostalgic dishes such as veal parmigiana and tagliatelle bolognese are elevated with optional lavish additions to known conventional classics.
Moments & Rituals
THE FINER DETAILS & NEXT STEPS
UNIFORM SELECTION

CURRENT RFPs / DEVELOPMENT:
Finery LA
Kimmie Kakes
Design Collective by Cintas
MUSTARD MUSIC

PROPERTY-WIDE, BESPOKE MUSIC CURATION.

LINKED HERE.
BRANDING & CREATIVE

ATLANTA-BASED TENDERLING DESIGN ON RETAINER

LINKED HERE.
Next Steps

Finalize Concept-Driven OS&E
Approve Final Graphic Identity and Signage Packages
Menu Development and Testing
Pre-Opening and Training
Final Menu Printing and Concept Launch
THANK YOU.

HILTON FOOD & BEVERAGE DEVELOPMENT

catherine.ker@hilton.com
Updates, Trends and Initiatives
A Premium Full-Service Experience Like None Other

Elevating the Full-Service Experience
Positioned between Hilton and Conrad providing an elevated Full-Service Experience

The World’s Best Locations
Properties in the most iconic cities and sought-after resort destinations across the globe

Premiere Meetings & Events Brand
Designed for the unique needs & requirements of today’s most discerning groups & meetings
The Competition
Signature Brand Elements

- Impactful Arrival Experience
- Destination Bar
- Culinary Experiences
- Inviting Guest Rooms
- Premium Wellness Experiences
- Elevated Meetings & Events
The Signia Guest

Target Customer

These sophisticated guests travel in comfort and are comfortable traveling. They live the business class lifestyle but also regularly travel for leisure. They want a modern hotel that is designed to help them meet, engage, and socialize in thoughtfully designed public common areas/gathering spaces. But that can’t be at the expense of well-appointed, inviting guest rooms.

In their day-to-day life they are very active socially and culturally. They thrive in the complexity and chaos of life and are the first to buy the new technology. They want to be served but also empowered to have the opportunity to do things for themselves when they so choose.

Want to feel: Connected and Distinguished

Want to be: Served
Customer Trends

Bleisure

• 89% of respondents to a 2022 survey wanted to add some leisure time to their next business trip.¹

• 62% of millennials have extended their business trips⁴

Wellness

• The market for "integrated wellness" is expected to grow $1.3 trillion by 2024²

• 57% of global consumers say it is important to have the tools to monitor your own health on a regular basis

Experiences

• 64% of US Millennials find it extremely/very important to prioritize experiences over material possessions

• Americans are expected to spend an additional 29% on 2022 trips when compared to pre-pandemic travel³

Other Major trends: Technology, Connection and Responsibility
Industry Outlook
1. US hotel industry RevPAR (Revenue Per Available Room) returned to 2019 levels in early 2022

2. In 2023, Total US RevPAR is expected to increase 13.8 pts compared to 2019 and 5.9 pts YOY

3. Luxury and Upper Upscale Chainscales are expected to see the greatest YOY gains in RevPAR in 2023

4. Rate is the key driver for the projected increases in RevPAR compared to 2019
Industry Outlook

Demand by segment (through 2023)
Relative to 2019, quarterly, representative estimates by segment

Group
- In 2023 Group demand is projected to increase 14pts YOY which is -4.3% vs 2019.
- Expect Q4 2023 to reach 97% of 2019 performance.

Business Travel
- Expect Q4 2023 to reach 99% of 2019 performance.

Leisure
- 2023 Leisure demand is projected to normalize throughout the year, but remain above historical trends with FY at +7.4% vs 2019.
Brand Updates
• Converted from Hilton Bonnet Creek to Signia by Hilton Bonnet Creek in 2021
• Bonnet Creek is the brand’s first property
• Surrounded by Walt Disney World Resort
• Adjacent to the Waldorf Astoria Orlando
• Conversion of the Fairmont San Jose
• 800+ guest rooms and 65k ft² of meeting space
• Full renovations of the lobby are completed with guest rooms and other enhancements forthcoming
• Opened April 2022
Growth & Development
Brand Commercial Activity & Support

- Hilton For The Stay
- Hilton LIVE
- Event Presence
- PR Campaigns
- Meetings & Events Playbook
- Property Collaboration
Brand Commercial Activity & Support

• Hilton For The Stay
• Hilton LIVE
• Event Presence
• PR Campaigns
• Meetings & Events Playbook
• Property Collaboration
Meetings and Events Playbook

Banquet Setup Examples
Brand Commercial Activity & Support

• Hilton For The Stay
• Hilton LIVE
• Event Presence
• PR Campaigns
• Meetings & Events Playbook
• Property Collaboration
In-Room Products and Pilots

Peloton

Molton Brown

Nespresso
Thank You
Lunch

Savannah Foyer/Terrace
Agenda

➢ Construction Update
➢ Schedule
➢ Challenges
➢ Development Budget Update
➢ Subcontractor Updates
➢ EBO and Georgia Contractor Update
➢ Questions
Construction Update

June 2022

September 2022
Construction Update

Porte Cochere Rendering

September 2022
Construction Update

Arrival Rendering

September 2022
Construction Update

AYIB Rendering

Sept. 2022
Construction Update

SW Podium Rendering

September 2022
Construction Update

Terrace Lounge and Event Lawn Rendering

September 2022
Construction Update

Main Lobby Rendering

September 2022
Construction Update

Main Lobby Rendering

September 2022
Construction Update

Dream Ballroom Prefunction Rendering

September 2022
Construction Update

Hotel Amenities Rendering

September 2022
Fun Facts: Concrete

Total yards of concrete poured. How much is that?

122,913,450 lbs. \approx 30,349 \text{ cubic yards}

Equivalent to the weight of 2.5 million bulldogs

30,349 cubic yards equals 3,373 trucks (9 cubic yards per truck) \approx 101,190 ft (30 feet per truck)

Equivalent to 20 miles of concrete trucks lined end-to-end or the approximate distance from hotel site to Roswell.
Fun Facts: Steel

Total tons of steel used. How much is that?

2,015 tons \approx 4,030,000 lbs.

Equivalent to the weight of 16,120 full-size refrigerators

Weight of average full-size refrigerator: 250 pounds

Equivalent to the weight of 202 school buses

Weight of average school bus: 20,000 pounds
Schedule

461 days until Substantial Completion
➢ Per Change Order No. 004, Substantial Completion Date is **December 18, 2023**

➢ Concrete pours are tracking well; tracking one (1) day behind schedule from material shortage issue in May 2022; Skanska trying to mitigate

➢ Schedule reviews being conducted by Cascad-e
Challenges

➢ Supply Chain disruption causing delays, material shortages, and escalation
  ▪ Escalation Notices

➢ Labor – Notices regarding Manpower

➢ Weather, Geopolitical, COVID-19 continued impact in Asia and other issues beyond our control

➢ Coordination of Lobby Sculpture (“Wow Moment”)
# Development Budget Update – September 2022

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revised GMP Hard Cost</td>
<td>$327,478,867</td>
</tr>
<tr>
<td>Preconstruction Fee (not in GMP)</td>
<td>$394,170</td>
</tr>
<tr>
<td>Owner Direct Hard Cost</td>
<td>$3,369,467</td>
</tr>
<tr>
<td>Owner’s Hard Cost Contingency*</td>
<td>$6,634,827</td>
</tr>
<tr>
<td><strong>Total Hard Cost</strong></td>
<td><strong>$337,877,331</strong></td>
</tr>
<tr>
<td><strong>Total Soft Cost</strong></td>
<td><strong>$110,844,220</strong></td>
</tr>
<tr>
<td>Owner’s Soft Cost Contingency*</td>
<td>$5,123,578</td>
</tr>
<tr>
<td><strong>Total Project Cost</strong></td>
<td><strong>$450,422,689</strong></td>
</tr>
<tr>
<td>Total Hard &amp; Soft Cost Contingency</td>
<td>$11,758,405</td>
</tr>
</tbody>
</table>

*Owner’s Hard Cost Contingency decreased by $44,600 for additional soil hauling and Owner’s Soft Cost Contingency increased by $126,069 due to accounting adjustment.
Development Budget Update

$450,422,688  Total development budget

$152,302,813  Total spend through 8.31.2022

[consisting of $16,863,111 GWCCA equity pre-closing and $135,439,702 post-closing requisitions]

33.81%  Percent spend through 8.31.2022
GMP Contract Value $327,290,472

- **Committed Costs**, $319,497,936 (98%)
- **Uncommitted Costs**, $7,792,535.70 (2%)

$284,183,499 Direct Costs
$279,564,875 Subcontractor Agreements Executed (98%)

**Trade**

<table>
<thead>
<tr>
<th>Top Uncommitted Costs</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chain-Link Fencing</td>
<td>$109,522</td>
</tr>
</tbody>
</table>
Subcontractor Update (All Costs)

Committed Costs, $410,089,866 (91%)

Uncommitted Costs, $40,332,824 (9%)

Development Value $450,422,689

$115,841,709 Soft Costs
$79,046,358 Subcontractor Agreements Executed (68%)

Trade

<table>
<thead>
<tr>
<th>Top Uncommitted Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Opening</td>
</tr>
<tr>
<td>$11,146,415</td>
</tr>
<tr>
<td>OS&amp;E</td>
</tr>
<tr>
<td>$7,506,055</td>
</tr>
<tr>
<td>F&amp;B Supplies</td>
</tr>
<tr>
<td>$4,195,139</td>
</tr>
<tr>
<td>OS&amp;E Warehouse, Install, &amp; Freight</td>
</tr>
<tr>
<td>$3,641,496</td>
</tr>
<tr>
<td>Hilton I.T.</td>
</tr>
<tr>
<td>$2,686,095</td>
</tr>
</tbody>
</table>
EBO Plan and Georgia Contractor Update

➢ EBO Plan Target 31% Participation of M/WBE Firms
➢ Currently 27.43% GMP

➢ 95% of GMP paid to Georgia Contractors
  ▪ 79% Firms with Georgia Headquarters
  ▪ 16% Firms with Georgia Offices
Questions?
2020, 2021 & 2022 GROUP ROOMS
by Room Date for ACVB Definite & Canceled Groups

Cancellations for reasons other than COVID-19 are excluded.
Traveler Readiness Recovering and Resistance Falling

<table>
<thead>
<tr>
<th>Say they are currently ready to travel</th>
<th>Plan to avoid conventions “until the coronavirus situation is resolved”</th>
<th>Plan to avoid international travel “until the coronavirus situation is resolved”</th>
</tr>
</thead>
</table>

Source: Destination Analysts
July 2022 OCCUPANCY

SINGLE MONTH

65%

vs. LY 7% 13%
vs. 5 Yr Avg 4% 7%

YEAR TO DATE

60%

vs. LY 14% 32%
vs. 5 Yr Avg 0% 1%

City of Atlanta

<table>
<thead>
<tr>
<th>Area</th>
<th>Occ</th>
<th>YoY</th>
<th>vs. 5 Yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Atlanta Market</td>
<td>71%</td>
<td>0%</td>
<td>4%</td>
</tr>
<tr>
<td>Downtown</td>
<td>66%</td>
<td>19%</td>
<td>8%</td>
</tr>
<tr>
<td>Midtown</td>
<td>64%</td>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>Buckhead</td>
<td>65%</td>
<td>7%</td>
<td>12%</td>
</tr>
<tr>
<td>Airport</td>
<td>73%</td>
<td>3%</td>
<td>6%</td>
</tr>
<tr>
<td>Major Convention Hotels</td>
<td>67%</td>
<td>27%</td>
<td>9%</td>
</tr>
<tr>
<td>GWCC 1-Mile Radius</td>
<td>66%</td>
<td>18%</td>
<td>7%</td>
</tr>
<tr>
<td>Top 25 Lux &amp; UpUp</td>
<td>70%</td>
<td>16%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Source: STR
## July 2022
### ADR

### SINGLE MONTH

- **$183**
  - vs. LY: $16.1 (9.7%)
  - vs. 5 Yr Avg: $28.1 (18.2%)

### YEAR TO DATE

- **$179**
  - vs. LY: $34.7 (24.1%)
  - vs. 5 Yr Avg: $14.6 (8.9%)

---

### City of Atlanta

<table>
<thead>
<tr>
<th></th>
<th>ADR</th>
<th>YoY</th>
<th>vs. 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Atlanta Market</td>
<td>$127</td>
<td>11%</td>
<td>17%</td>
</tr>
<tr>
<td>Downtown</td>
<td>$187</td>
<td>9%</td>
<td>21%</td>
</tr>
<tr>
<td>Midtown</td>
<td>$185</td>
<td>10%</td>
<td>16%</td>
</tr>
<tr>
<td>Buckhead</td>
<td>$180</td>
<td>8%</td>
<td>12%</td>
</tr>
<tr>
<td>Airport</td>
<td>$113</td>
<td>12%</td>
<td>14%</td>
</tr>
<tr>
<td>Major Convention Hotels</td>
<td>$178</td>
<td>8%</td>
<td>19%</td>
</tr>
<tr>
<td>GWCC 1-Mile Radius</td>
<td>$185</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td>Top 25 Lux &amp; UpUp</td>
<td>$257</td>
<td>13%</td>
<td>17%</td>
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</tbody>
</table>

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### Source: STR
**JULY DEMAND**

**12-MONTH RUNNING TOTAL**

City of Atlanta and central business / convention submarkets within 14 competitive destinations

---

### 2019 - 2020: Pre-Covid
(Mar '19 – Feb '20)

<table>
<thead>
<tr>
<th>City</th>
<th>Demand (Millions)</th>
<th>Rank</th>
</tr>
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<tbody>
<tr>
<td>Orlando</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Chicago</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>New York</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>DC</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>New Orleans</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Boston</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>City of Atlanta</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>San Francisco</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>San Diego</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>Seattle</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Dallas</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Nashville</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>San Antonio</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Denver</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Houston</td>
<td>15</td>
<td>15</td>
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</table>

Average: 6.5

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### 2020 - 2021: Mid-Covid
(Jun '20 – Jul '21)

<table>
<thead>
<tr>
<th>City</th>
<th>Demand (Millions)</th>
<th>YoY Change</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orlando</td>
<td>9.5</td>
<td>-17%</td>
<td>1</td>
</tr>
<tr>
<td>Chicago</td>
<td>8.5</td>
<td>-50%</td>
<td>2</td>
</tr>
<tr>
<td>City of Atlanta</td>
<td>7.2</td>
<td>-18%</td>
<td>3</td>
</tr>
<tr>
<td>New Orleans</td>
<td>5.5</td>
<td>-23%</td>
<td>4</td>
</tr>
<tr>
<td>DC</td>
<td>4</td>
<td>-46%</td>
<td>5</td>
</tr>
<tr>
<td>San Diego</td>
<td>3</td>
<td>-22%</td>
<td>6</td>
</tr>
<tr>
<td>Dallas</td>
<td>2.5</td>
<td>-12%</td>
<td>7</td>
</tr>
<tr>
<td>Nashville</td>
<td>2</td>
<td>-3%</td>
<td>8</td>
</tr>
<tr>
<td>Boston</td>
<td>2</td>
<td>-38%</td>
<td>9</td>
</tr>
<tr>
<td>New York</td>
<td>1.5</td>
<td>-67%</td>
<td>10</td>
</tr>
<tr>
<td>San Antonio</td>
<td>1</td>
<td>-9%</td>
<td>11</td>
</tr>
<tr>
<td>Denver</td>
<td>1.5</td>
<td>-18%</td>
<td>12</td>
</tr>
<tr>
<td>Seattle</td>
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<td>-44%</td>
<td>13</td>
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<tr>
<td>San Francisco</td>
<td>0.5</td>
<td>-59%</td>
<td>14</td>
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<tr>
<td>Houston</td>
<td>0.5</td>
<td>-39%</td>
<td>15</td>
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Average: -4.5

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### 2021 - 2022: Recovery
(Jun '21 – Jul '22)

<table>
<thead>
<tr>
<th>City</th>
<th>Demand (Millions)</th>
<th>YoY Change</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orlando</td>
<td>14</td>
<td>69%</td>
<td>1</td>
</tr>
<tr>
<td>Chicago</td>
<td>13</td>
<td>133%</td>
<td>2</td>
</tr>
<tr>
<td>New York</td>
<td>11</td>
<td>197%</td>
<td>3</td>
</tr>
<tr>
<td>DC</td>
<td>10</td>
<td>102%</td>
<td>4</td>
</tr>
<tr>
<td>Boston</td>
<td>9</td>
<td>127%</td>
<td>5</td>
</tr>
<tr>
<td>New Orleans</td>
<td>8</td>
<td>61%</td>
<td>6</td>
</tr>
<tr>
<td>City of Atlanta</td>
<td>7</td>
<td>50%</td>
<td>7</td>
</tr>
<tr>
<td>San Diego</td>
<td>6</td>
<td>63%</td>
<td>8</td>
</tr>
<tr>
<td>Nashville</td>
<td>5</td>
<td>67%</td>
<td>9</td>
</tr>
<tr>
<td>Dallas</td>
<td>4</td>
<td>47%</td>
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</tr>
<tr>
<td>Seattle</td>
<td>3</td>
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<tr>
<td>San Francisco</td>
<td>2</td>
<td>114%</td>
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</tr>
<tr>
<td>Denver</td>
<td>1</td>
<td>62%</td>
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<tr>
<td>San Antonio</td>
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<td>36%</td>
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<tr>
<td>Houston</td>
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<td>97%</td>
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Average: 4.5

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Average: 6.5

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### YoY Change

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<td>62%</td>
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<td>36%</td>
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</tr>
<tr>
<td>97%</td>
<td>15</td>
</tr>
</tbody>
</table>

---

**ATLANTA Convention & Visitors Bureau**
HOTEL ROOMS IN PIPELINE

Source: CoStar
ACVB MONTHLY LEAD VOLUME

Jan  Feb  Mar  Apr  May  Jun  Jul  Aug  Sep  Oct  Nov  Dec
2019
2020
2021
2022
# Long-Term Pace Report

**GWCC Events, Benchmark = 3 Year Avg. (2019 - 2021)**

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
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<tbody>
<tr>
<td><strong>Definite Room Nights</strong></td>
<td>778,181</td>
<td>737,408</td>
<td>723,195</td>
<td>436,490</td>
<td>379,226</td>
<td>134,147</td>
<td>179,792</td>
<td>141,624</td>
<td>3,510,063</td>
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<tr>
<td><strong>Pace Targets</strong></td>
<td>539,897</td>
<td>519,367</td>
<td>473,884</td>
<td>368,129</td>
<td>226,641</td>
<td>179,014</td>
<td>154,826</td>
<td>111,098</td>
<td>2,572,856</td>
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<tr>
<td><strong>Variance</strong></td>
<td>238,284</td>
<td>218,041</td>
<td>249,311</td>
<td>68,361</td>
<td>152,585</td>
<td>-44,867</td>
<td>24,966</td>
<td>30,526</td>
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<td><strong>Consumption Benchmark</strong></td>
<td>541,073</td>
<td>541,073</td>
<td>541,073</td>
<td>541,073</td>
<td>541,073</td>
<td>541,073</td>
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<td>541,073</td>
<td>4,328,585</td>
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<tr>
<td><strong>Pace Percentage</strong></td>
<td>144%</td>
<td>142%</td>
<td>153%</td>
<td>119%</td>
<td>167%</td>
<td>75%</td>
<td>116%</td>
<td>127%</td>
<td>136%</td>
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<tr>
<td><strong>Total Tentatives</strong></td>
<td>11,934</td>
<td>9,195</td>
<td>188,496</td>
<td>278,965</td>
<td>396,592</td>
<td>411,542</td>
<td>440,887</td>
<td>1,737,611</td>
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<tr>
<td><strong>Annual Tentatives</strong></td>
<td>5,384</td>
<td>4,165</td>
<td>81,060</td>
<td>250,903</td>
<td>241,207</td>
<td>220,462</td>
<td>145,843</td>
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</table>

![Graph showing trends in definite room nights, pace targets, and variance.](image-url)
LARGE GROUPS FOR FUTURE YEARS

5,000+ on Peak
Number of Events

<table>
<thead>
<tr>
<th>Year</th>
<th>Tentative</th>
<th>Tentative Annual</th>
<th>Definite</th>
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<tbody>
<tr>
<td>2022</td>
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<tr>
<td>2026</td>
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<tr>
<td>2027</td>
<td>4</td>
<td>10</td>
<td></td>
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<tr>
<td>2028</td>
<td>12</td>
<td>6</td>
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<table>
<thead>
<tr>
<th>Year</th>
<th>Tentative</th>
<th>Tentative Annual</th>
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<td></td>
<td></td>
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<tr>
<td>2026</td>
<td>19</td>
<td></td>
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<td>2027</td>
<td>17</td>
<td></td>
<td></td>
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<tr>
<td>2028</td>
<td>20</td>
<td></td>
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</table>

2,500+ on Peak
Room Nights

<table>
<thead>
<tr>
<th>Year</th>
<th>Tentative</th>
<th>Tentative Annual</th>
<th>Definite</th>
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<tbody>
<tr>
<td>2022</td>
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<tr>
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<td>2027</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2028</td>
<td>500K</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Goal: 925,000
UPCOMING INDUSTRY EVENTS

August 2023
American Society of Association Executives (ASAE) annual meeting

July 2024 and July 2029
Global Business Travel Association (GBTA) annual convention
FUTURE EVENTS

- 2025 College Football Playoff National Championship
- 2026 FIFA World Cup
- Super Bowl
- NCAA Men’s Final Four
Continued emphasis on significant enhancements taking place on GWCCA's championship campus utilizing the following channels:

- Meetings enewsletter (including Northstar drip campaign)
- Social (Twitter concentration)
- Robust LinkedIn strategy to highlight our sales team authority and strengthen presence at key industry events
- Attendee-focused articles

The campus development messaging focuses on:

- Signia by Hilton Atlanta
- Andrew Young International Mall & Terminal
- Exhibit Hall BC
- Centennial Olympic Park expansion
2022 Meetings Marketing

Create awareness and generate excitement among planners, exhibitors and convention attendees (both prospective groups and booked groups) to increase demand and boost attendance to GWCCA campus and Atlanta

- Robust, multi-year omnichannel campaign targeting meeting professionals and attendees via digital, social, activations and other media channels
- Anthemic video highlighting the new hotel, convention campus and overall destination amenities
- Retargeting and geofencing at top industry events (ASAE, IMEX and IAEE)
- Activations at ASAE 2022 and other key industry trade shows with significant buildup to ASAE 2023 being hosted in Atlanta with continued video and email distribution
Atlanta Enters the Metaverse

- Launched Atlanta Meta World at ASAE in Nashville
- Continued buildout of GWCCA campus and facilities
- Collaborating with venue partners around Atlanta to expand virtual site visit capabilities
THANK YOU!

DiscoverAtlanta.com
Sales and Marketing Update

Joe Bocherer
Chief Commercial Officer

Kim Allison
Senior Director, Convention Sales
Rental Production Timeline

FY2018 Actual Revenue: $13,671,568
FY2019 Actual Revenue: $15,131,438
FY2020 Actual Revenue: $10,658,993
FY2021 Actual Revenue: $8,423,090
FY2022 Actual Revenue: $13,994,942
FY2018 Forecasted Revenue: $13,846,662
FY2019 Forecasted Revenue: $11,593,346
FY2020 Forecasted Revenue: $12,781,771
FY2021 Forecasted Revenue: $8,198,565
Budget Influencers: Business Mix

In The Year For The Year (ITYFTY)

Sports & Entertainment

SMERF
Social*Military*Education*Religious*Fraternal

Corporations

Associations
2023 Business Mix

Sales

- Association: 31%
- Sports: 24%
- Corporate: 22%
- SMERF: 9%
- Film: 4%
- Festival: 4%

Legend:
- Association
- Sports
- Corporate
- SMERF
- Film
- Festival
Event Trends

Attendance
* Returning to 75-80% of 2019 levels
* Exhibitors returning, albeit smaller booths and less staff
* Asian presence continues to lag

Disruptors
* Labor shortages
* Supply chain
* Global unrest
* Destination boycotts

Customer Concerns
* Rising costs in all areas
* Unexpected expenses
* Registration pace
Hotel rate increases were initially driven by strong leisure travel in 2021 while group travel for corporate meetings and events is improving. Transient business travel is similarly gaining healthy pace, putting further impact on average daily hotel rates.

(GBTA BTI)

Higher labor rates are here to stay.

(GBTA BTI & CoStar Group)

A lack of return to the office is creating demand for extended stay and drives decision to attend.

(CoStar Group)

Demand for business travel and meetings is high; however, labor shortages across the travel and hospitality industry along with rising raw material prices have an impact on services.

(GBTA BTI)

The cost-per-attendee for meetings and events in 2022 is expected to be around 25% higher than in 2019, and it’s forecast to rise an additional 7% in 2023.

(GBTA BTI)

“There are not enough unemployed people to fill new positions. As of July 2022, the leisure and hospitality industry has 1.5 million jobs and only 677,000 unemployed people. ...The Fight for Talent is real.”

(US Travel CoStar)
Focus on Sales process efficiency through technology and SOPs

GWCC SALES TEAM: Filled vacant Director of Sales position

Return to in-market events

Dynamic Sales deployment alignment with ACVB and Signia Hilton

Largest* shows in 2022: IWF, MODEX, IPPE, SKILLS USA, DECA, OPTAvia, Big South and CheerSport

(*By attendance)
Take Aways

➢ Business is back
➢ Costs are high
➢ Labor shortages are real
➢ Short-term business is robust
➢ Return of preferred business mix
➢ Championship Campus is well positioned
Questions?
2022 GWCCA BOARD RETREAT

Signia by Hilton Atlanta

Teri Agosta, General Manager
Kyle Stevens, Director of Sales and Marketing
AGENDA

Marketing Update

Sales Update

Critical Path

Industry Terms

Q&A
Marketing
Brand Website
Our Presence on the Web

LinkedIn

Instagram

Facebook
Sales Update

Current Pace and Position of Hotel

Definite vs Year End 2022 Crossover Goals

Definite Revenue vs Crossover for:
- Y2024: 16.2M
- Y2025: 12.4M
- Y2026: 10M
- Y2027+: 7.3M

Graph showing Definite Revenue and Crossover goals for the years Y2024 to Y2027+.
<table>
<thead>
<tr>
<th>Dates</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>August of 2023</td>
<td>American Society of Association Executives (ASAE)</td>
</tr>
<tr>
<td>August of 2024</td>
<td>Democratic National Convention-Tentative</td>
</tr>
<tr>
<td>January of 2025</td>
<td>College Football National Championship Game</td>
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<tr>
<td>March of 2025</td>
<td>NCAA Men’s Basketball Regionals</td>
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<tr>
<td>Summer of 2026</td>
<td>FIFA</td>
</tr>
<tr>
<td>February of 2028</td>
<td>Super Bowl Bid</td>
</tr>
<tr>
<td>March of 2029</td>
<td>NCAA Final Four</td>
</tr>
<tr>
<td>March of 2031</td>
<td>NCAA Final Four</td>
</tr>
</tbody>
</table>
Critical Path
Industry Terms
Industry Terms

Crossover Goals
Amount of group revenue that is considered definite at time of entering a specific year

Minimal Acceptable Rate (MAR)
Room rate pricing at a minimal price point for group conventions or conferences

RevPAR
Revenue per Available Room. A combination of paid occupancy percentage and ADR.

Smith Travel Research (STR)
Data that shows hotel’s performance within a competitive set related to occupancy, ADR and overall RevPAR

Total Group Catering Contribution (TGCC)
Total group catering contribution comparative to the number of guestrooms contracted for convention/conference
Thank You!
Questions?
GWCCA 3-Year Financial Forecast

Janet Arsenault
Sr. Director of Finance
FY17-FY19 (Pre-COVID)

**REVENUE**
- FY17: 51,228,517
- FY18: 55,989,544
- FY19: 68,022,954

**EXPENSES**
- FY17: 47,465,415
- FY18: 49,955,611
- FY19: 59,708,481
FY17-FY19 (Pre-COVID)
### FY20-FY22 (COVID & Recovery Year) - Financial

<table>
<thead>
<tr>
<th></th>
<th>FY20 Actual</th>
<th>FY21 Actual</th>
<th>FY22 Actual</th>
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</thead>
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<tr>
<td>Revenue</td>
<td>45,672,153</td>
<td>22,251,384</td>
<td>52,682,407</td>
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<tr>
<td>Expenses</td>
<td>49,984,801</td>
<td>29,363,913</td>
<td>41,212,468</td>
</tr>
<tr>
<td>Net Profit/(Loss)</td>
<td>(4,312,648)</td>
<td>(7,112,529)</td>
<td>11,469,938</td>
</tr>
</tbody>
</table>
FY24 Revenue Highlights

- $11.4 million in highly likely rent revenue
- 9 large shows
- $9.8M in minimum F&B
FY25 Revenue Highlights

➢ $12.4 million in highly likely rent revenue
➢ 13 large shows
➢ $8.8M in minimum F&B
➢ College Football Playoff
FY26 Revenue Highlights

- $8.2 million in highly likely rent revenue
- 8 large shows
- $6.4M in minimum F&B
- FIFA World Cup (IBC only)
Expense Highlights

- Total FTE Count Stabilizing
- Temporary/Contract Labor – Variable based on events
- Operating Expenses – 5-10% increases
# FY23 Current Year Budget

<table>
<thead>
<tr>
<th><strong>Revenue</strong></th>
<th><strong>Expenses</strong></th>
<th>Net Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental</td>
<td>Personnel Services</td>
<td>452,336</td>
</tr>
<tr>
<td>14,129,885</td>
<td>Temp/OT/Show Labor</td>
<td></td>
</tr>
<tr>
<td>F&amp;B</td>
<td>Operating Expenses</td>
<td></td>
</tr>
<tr>
<td>3,078,799</td>
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<tr>
<td>Utilities</td>
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<tr>
<td>6,711,698</td>
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<tr>
<td>6,772,373</td>
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<td>7,177,070</td>
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<td>Contract Labor</td>
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<tr>
<td>2,899,508</td>
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<td>1,434,631</td>
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<td>Other</td>
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<tr>
<td>745,000</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>Total Expenses</strong></td>
<td>44,615,074</td>
</tr>
<tr>
<td>44,615,074</td>
<td><strong>44,162,738</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Net Profit** 452,336
## FY24 Forecast

**Revenue**
- Rental: $14,553,782
- F&B: $5,012,190
- Utilities: $6,915,596
- Parking: $6,868,290
- H/M: $7,535,924
- Contract Labor: $3,932,991
- Telecom/Audio Visual: $2,602,626
- Advert/Sponsorship: $1,506,363
- Other: $1,000,000

**Expenses**
- Personnel Services: $20,694,118
- Temp/OT/Show Labor: $7,044,822
- Operating Expenses: $19,994,020

**Net Profit**
- $2,358,746
## FY25 Forecast

### Revenue

<table>
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<th>Amount</th>
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<td>5,293,223</td>
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<tr>
<td>Utilities</td>
<td>7,496,129</td>
</tr>
<tr>
<td>Parking</td>
<td>7,787,367</td>
</tr>
<tr>
<td>H/M</td>
<td>7,912,720</td>
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<tr>
<td>Contract Labor</td>
<td>4,129,641</td>
</tr>
<tr>
<td>Telecom/Audio Visual</td>
<td>3,105,726</td>
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<tr>
<td>Advert/Sponsorship</td>
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<tr>
<td>Other</td>
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</table>

**Total Revenue:** 53,567,736

### Expenses

<table>
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<tbody>
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<td>7,537,960</td>
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<tr>
<td>Operating Expenses</td>
<td>20,993,721</td>
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</table>

**Total Expenses:** 50,674,387

**Net Profit:** 2,893,349
### FY26 Forecast

**Revenue**

<table>
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<tbody>
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<td>Utilities</td>
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<td>Parking</td>
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<tr>
<td>Telecom/Audio Visual</td>
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<tr>
<td>Advert/Sponsorship</td>
<td>1,822,699</td>
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<tr>
<td>Other</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>56,199,580</strong></td>
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**Expenses**

<table>
<thead>
<tr>
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<th>Amount</th>
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<tbody>
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<td>Personnel Services</td>
<td>23,249,842</td>
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<tr>
<td>Temp/OT/Show Labor</td>
<td>8,065,617</td>
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<tr>
<td>Operating Expenses</td>
<td>22,043,407</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>53,358,866</strong></td>
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</table>

**Net Profit** 2,840,714
FY24-FY26 Net Profit Forecast

<table>
<thead>
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<th>Year</th>
<th>Net Profit</th>
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<tbody>
<tr>
<td>FY24 Forecast</td>
<td>2,358,746</td>
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<tr>
<td>FY25 Forecast</td>
<td>3,032,683</td>
</tr>
<tr>
<td>FY26 Forecast</td>
<td>3,351,651</td>
</tr>
</tbody>
</table>
Discussion and Questions
Day 1 Adjourn