2020 HOTEL ASSET MANAGEMENT COMPENSATION REPORT, USA

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June 2020

Enclosed is the biennial Hotel Asset Management Compensation Report, presented by AETHOS Consulting Group.

This report is designed to provide current and credible compensation trends and covers asset management compensation information for the following three positions: senior vice president asset management, vice president asset management and director asset management. All information was collected through a confidential survey from a diverse group including public lodging REITS, private equity, owners/developers and asset management advisory firms. In total, we received more than 1,500 data points from 240 survey respondents (data responses submitted between 1/1/2020 - 2/15/2020).

All data submitted by participants are regarded as highly confidential and only aggregate results have been reported. AETHOS guarantees that individual data will not be disclosed under any circumstances.

Information included in this report:

- Base salary
- ♣ Annual cash bonus (last 12 months) & bonus metrics
- Annual long-term incentive/equity grant trends
- Property oversight trends

Position descriptions for this study:

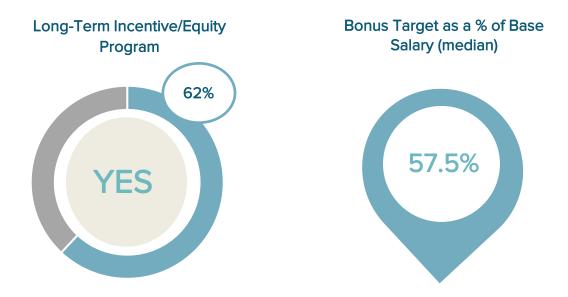
Senior Vice President Asset Management: Leads a team of asset management executives and has general oversight for a portfolio – the median portfolio oversight for survey respondents is (16) assets;

Vice President Asset Management: Has 7+ years of multi-unit asset management experience - the median property oversight for survey respondents is (9) assets;

Director Asset Management: Has 3+ years of multi-unit asset management experience - the median property oversight for survey respondents is (5) assets.

Senior Vice President Asset Management

	25th Percentile	50th Percentile	75th Percentile
Base Salary	\$ 268,750	\$ 321,000	\$ 412,500
Annual Bonus	\$ 118,750	\$ 150,500	\$ 319,750
Total Annual Cash Compensation	\$ 458,875	\$ 610,000	\$ 827,500



Source: AETHOS Consulting Group

Vice President Asset Management

	25th Percentile	50th Percentile	75th Percentile
Base Salary	\$ 181,350	\$ 208,500	\$ 250,000
Annual Bonus	\$ 50,000	\$ 75,000	\$ 105,000
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Total Annual Cash Compensation	\$ 275,000	\$ 345,000	\$ 412,000

Program

51%

YES

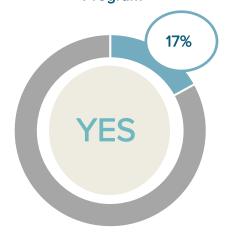


Source: AETHOS Consulting Group

Director Asset Management

	25th Percentile	50th Percentile	75th Percentile
Base Salary	\$ 116,250	\$ 138,625	\$ 157,698
Annual Bonus	\$ 19,062	\$ 25,000	\$ 30,000
Total Annual Cash Compensation	\$ 150,000	\$ 183,500	\$ 219,728





Bonus Target as a % of Base Salary (median)



Source: AETHOS Consulting Group

Common annual bonus metrics reported:

COMPANY PERFORMANCE

REVPAR INDEX

GROSS OPERATING PROFIT

ADJUSTED FUNDS FROM OPERATIONS

DISCRETIONARY

EBITDA GROWTH

FUNDS FROM OPERATIONS

PORTFOLIO EBITDA

NET OPERATING PROFIT

CAPITAL EXPENDITURE INITIATIVES REVPAR GROWTH

INDIVIDUAL PERFORMANCE

Respondents work for representative companies:

AEG Partners Aimbridge Hospitality AJ Capital Partners Apollo Global Management Apple Hospitality REIT

Ashford Aspen Skiing Co. Atrium Hospitality **BetaWest**

BGI Capital Partners BRE Hotels & Resorts Brookwood Hotels Carr Companies

Cerberus Operations and Advisory Company

Chartres Lodging Group

CHMWarnick Choice Hotels **CIM Group** Clarion Partners Colony Capital **CPG Real Estate** CTF Asset Management

CWCapital

Diamondrock Hospitality Company eXceed Hospitality Asset Advisors Fortress Investment Group Fulcrum Hospitality

Gehr Hospitality LLC **Geller Capital Partners** Geolo Capital

Hersha Hospitality Trust Horwath HTL

Hospitality Investors Trust Host Hotels & Resorts

Hotel Asset Value Enhancement (hotelAVE) Southwest Value Partners

InnVest Hotels Integrated Capital

JLL JMI Realty Junson Capital **KHP Capital Partners** Kingdom Hotel Investments **KSL Capital Partners** Lionstone Partners LW Hospitality Advisors (LWHA)

Marriott International, Inc.

MCR McWhinnev

MetLife Investment Management Murphy Asset Management Park Hotels & Resorts Peachtree Hotel Group Pebblebrook Hotel Trust **Peck Hotel Consulting**

Pinnacle Advisory Group Procaccianti Companies

Roch Capital Rockbridge Capital SCS Advisors Silverwest Hotels Solid Rock Group Starwood Capital Group

Strategic Hotels & Resorts **Summit Hotel Properties** Suncroft Capital T2 Hospitality Tishman Hotel & Realty LP

Trinity Investments Turnberry Associates

Vail Resorts Management Company

Walton Street Capital

Watermark Capital Partners, LLC Wave Hospitality Advisors Westmont Hospitality Group

Woodbine Development Corporation

Woodmont Lodging Xenia Hotels & Resorts

AUTHOR OF REPORT

David Mansbach, CCP, is Co-Founder & Managing Director at AETHOS Consulting Group. With more than two decades of involvement, practice and knowledge in the hospitality industry, his primary expertise includes executive recruitment, compensation planning and business strategy consulting. He is also a Board Member for Wellness in the Schools, a national non-profit inspiring healthy eating, environmental awareness and fitness as a way of life for kids throughout public school systems.

A frequent lecturer on industry-related issues, David has written more than 100 articles surrounding human capital initiatives including senior-level executive recruitment, total rewards design, corporate governance and overall business strategy initiatives. He graduated from the University of Hartford in 1991.

If you have any questions and/or are looking to receive more detailed findings, please contact David Mansbach at dmansbach@aethoscg.com.