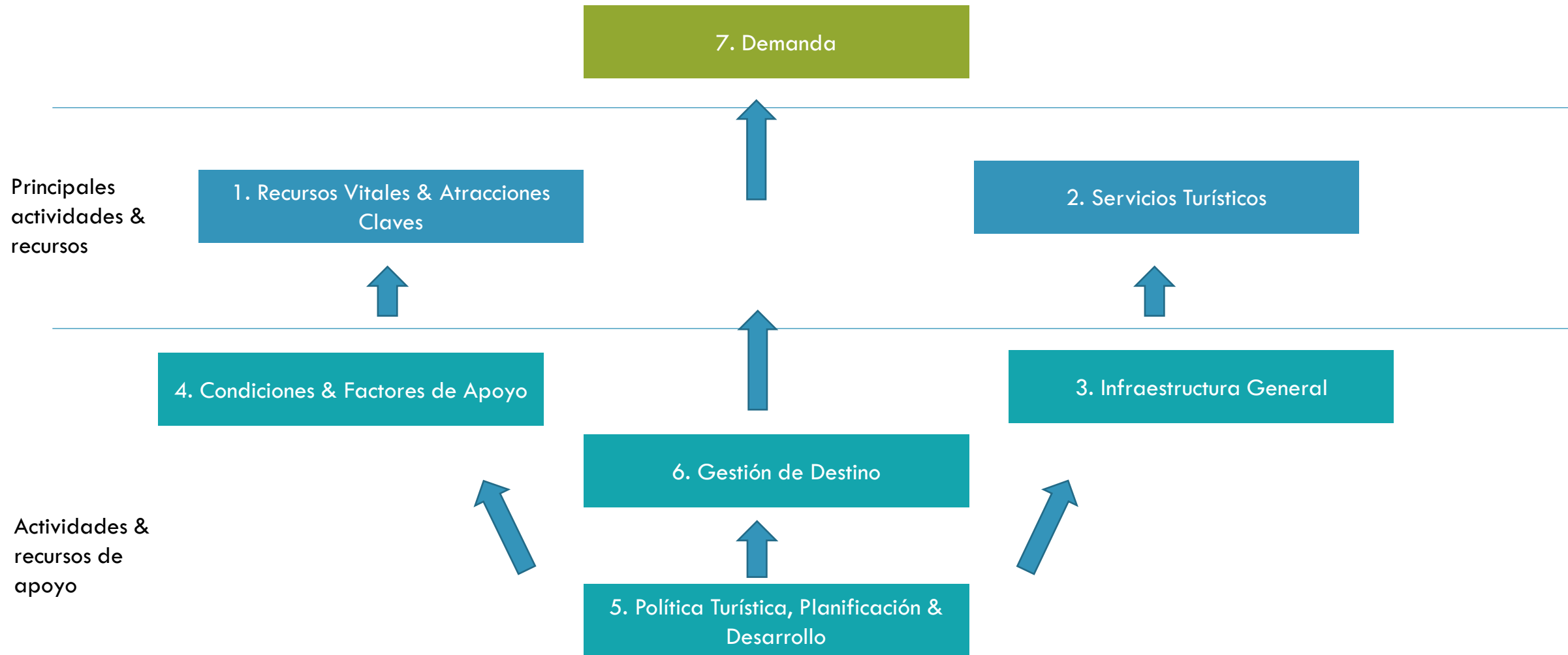




Carla Campos Vidal
Directora Ejecutiva

LA GESTIÓN DE DESTINO



Shared Destination Management & Marketing Structure



Elevate Tourism Competitiveness

Planning

- Design and execute the tourism development plans
- Establish governance structures
- Define public policy
- Legislation and regulation
- Facilitate the land and space planning
- Zoning and oversight of tourism zones

Development

- Foster capital investment for the hospitality and experiences product offering
- Maintain relations with the commercial airlines sector
- Maintain relationships with the cruise line sector
- Develop key tourism infrastructure projects

Management

- Establish quality standards
- Regulation and governance of all tourism activities, including gambling
- Security
- Human capital development and continuing education
- Promote internal tourism
- Capital and collections management

Measuring & Reporting

- Statistics and Intelligence of the tourism economy
- Unify performance data and metrics
- Establish performance and competitive indicators
- Report to the public and private sector

Branding

- Develop and safeguard the destination's brand
- Establish marketing plans on par with the brand standards

Advertising

- Reach target consumers by placing the brand and the destination's offering in the right communication channels
- Assets management including the website, social networks and others

Public Relations

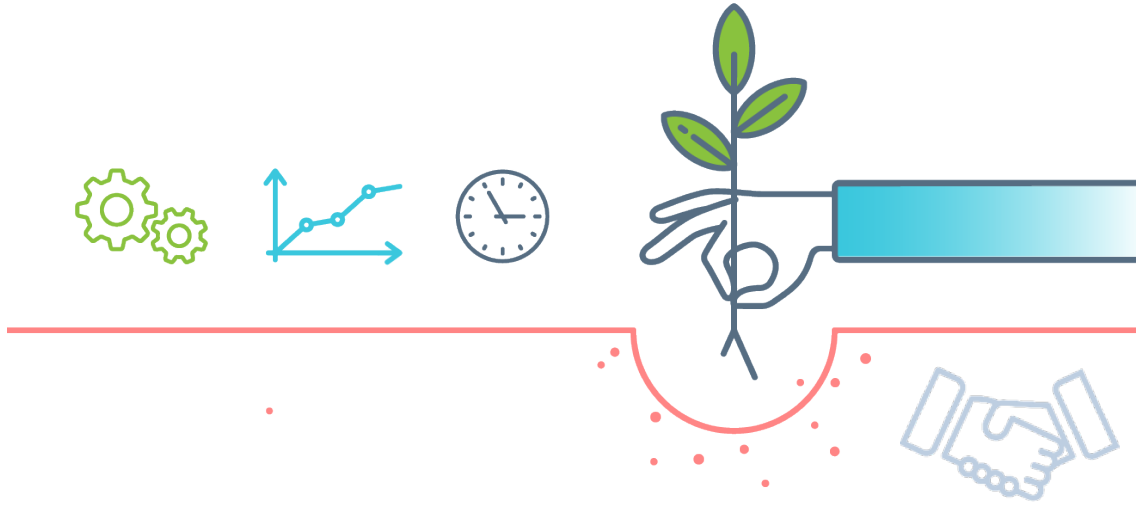
- Management of the relationship with international media outlets
- Place editorial content in international media
- Establish and sustain relationships with influencers and brand ambassadors

Sales

- Sustain relationships with the key travel distribution channels, including the travel agents
- Attract groups and conventions business
- Attend to trade shows and consumer events

Discover
PUERTO RICO

Generate Demand



Gestión



Mercadeo

Discover
PUERTO RICO



Mapa de Crisis

Resumen de los Eventos que han afectado al sector



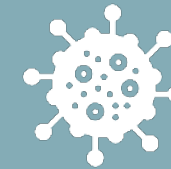
Crisis del COVID-19: Enfoque de Investigación, Análisis y Recalibración del plan.

Características del proceso:

- Metodología: planificación de escenarios.
- Modo: monitorizar y adaptar. Recalibración continua.
- Enfoque: utilizar los datos más sólidos disponibles para evaluar la preparación operativa y las perspectivas de la industria.
- Crisis evaluadas:
 - Crisis de salud
 - Crisis económica que conduce a una recesión mundial
 - Crisis social
- Perspectiva: inminente desequilibrio de oferta y demanda por delante.
- Plazo: busca adaptarse a las necesidades inmediatas de los próximos 24 meses.

Estado de la Crisis de Salud

- Criterios de activación establecidos por el gobierno federal y la fuerza laboral médica local.
- Casos nuevos, la "curva" y la tasa de infección.



Macroeconómica

- Impacto en el PIB (EE. UU. Y RP)
- Desempleo (EE.UU. y PR)

Microeconomía

- Confianza del consumidor
- Estado de la billetera



Estado Operacional

- Infraestructura turística
- Estado del sector aéreo
- Estado de crucero



GOVERNMENT OF PUERTO RICO
Puerto Rico Tourism Company

COVID-19 Crisis Management

Roadmap to Recovery: Staged Action Plan
March 31, 2020

Crisis Management Objectives



While safeguarding the health and wellbeing of residents, industry colleagues and visitors, the Puerto Rico Tourism Company seeks to:

- A. Provide support to employees and businesses
- B. Provide visibility on aid packages and intercede on behalf of the industry for aggressive stimulus packages
- C. Provide leadership on destination recovery
- D. Gradually resume demand generating activities, when the time is right, prioritizing domestic tourism as the igniting force of restarting commercial operations



GOVERNMENT OF PUERTO RICO
Puerto Rico Tourism Company



Phase 1 Containment

Safeguard wellness and security of residents and visitors, while providing aid to tourism workforce and businesses.

PHASED RECOVERY STRATEGY

While timeframes remain uncertain, Puerto Rico can outline recovery phases



WEATHERING THE STORM

With aggressive local measures being taken to "flatten the curve" and secure the stability of the healthcare system, immediate commercial activities remain halted. Mainland U.S. is also experiencing a similar scenario, with many of our core markets being affected by health system saturations. This is no time to travel.

Businesses are scaling back on operations proportional to current business needs but priority should be placed on retaining core functionality.

Aid packages to offset losses, reduce closures and minimize layoffs are being rolled out in phases.

PREPARING FOR RESURGENCE

With an "end in sight" and clear indications of a "phase out" of the health threat, commercial operations can resume in phases.

The local tourism market (residents) will be eager to engage in leisure activities but will remain cautious about traveling abroad as some destinations will be slower to recover than others. Corporate travel will progressively resume its planned travels while reinstatement of the leisure (non-resident) market will come back online slowly.

As destinations get ready to compete in the marketplace, Puerto Rico needs a holistic strategy to ramp up business operations swiftly. Additional stimulus to support this phase with minimum cash flow is required.

COMPETING IN THE MARKETPLACE

With ample crisis management experience and having had taken aggressive measures to "flatten the curve" in the early onset of the crisis, Puerto Rico will be in a privileged position to compete in the marketplace once travelers are ready for it.

Marketing efforts need to be ramped up at business and destination levels. Additional funding for destination marketing must be made available to Discover Puerto Rico and the PRTC to incentivize aggressive marketing efforts with leisure travelers, leisure groups, airline and cruise line partnerships, and to establish closing mechanisms for short term groups.

Solid performance, relatively speaking, must be secured.

WEATHERING THE STORM

Spring



Objective: Safeguard wellness and security of residents and visitors, while providing aid to tourism workforce and businesses.

Timeframe: Lockdown period (March 15 – End of Lockdown)

- Guide the industry and visitors with execution of the lockdown Executive Order
- Provide guidance for Economic Stimulus:
 - a) Immediate direct income support to workforce
 - b) Facilitate emergency liquidity for businesses to retain core operations
 - c) Monitor incentives for employee retention and re-acquisition
- Preserve a healthy tourism workforce
- Support the endorsed businesses offering services during lockdown period.
- Protect Puerto Rico's competitive advantage in the global landscape
- Support the health care sector with the hospitality infrastructure and workforce as needed

Manejo de la Crisis del COVI-19 y Orientación sobre recursos económicos.	31/03/2020	Seminario web en vivo para discutir el impacto del COVID-19 en el turismo, la hoja de ruta para mitigar la crisis y proporcionar orientación sobre los programas de estímulo económico que el gobierno federal y estatal tienen disponible para la industria de turismo. Contamos con la participación de la Comisionada Residente Jenniffer Gonzalez, SBA (Small Business Administración, el Departamento de Hacienda, y el Departamento del Trabajo y Recursos Humanos. Asistencia de 954 personas.
Webinar en Español: Manejo de la Crisis del COVI-19 y Orientación sobre recursos económicos.	2/4/2020	Seminario web en vivo donde se discutió el impacto del COVID-19 en el turismo, la hoja de ruta para mitigar la crisis y se ofreció orientación sobre los programas de estímulo económico que el gobierno federal y estatal tienen disponible para la industria de turismo. Se resumió todo lo discutido durante la sesión en inglés. Asistencia de 70 personas.
Hoja de ruta hacia la recuperación en medio de la crisis COVID-19.	4/29/2020	Seminario web donde se discutió el análisis y estado actualizado de la crisis de COVID-19 y el impacto al turismo, la hoja de ruta para la recuperación y el lanzamiento de programas de gestión turística. Asistencia de 598 representantes de la industria.
La nueva normalidad - las tendencias impactando el turismo en la era Covid-19.	7/5/2020	Seminario web en vivo sobre 10 tendencias de la industria global que están o estarán impactando la nueva modalidad del turismo. Se proporciono información y perspectivas sobre las nuevas expectativas como resultado de la pandemia y como los negocios debemos ajustar nuestros servicios para atender esta nueva "normalidad." Contamos con reconocidos conferenciantes incluyendo: Liana Camacho, Directora de L'Oreal Caribe, Peter Hopgood, Vicepresidente de ventas y marketing, International Hospitality Enterprises (IHE), Ana Cecilia Sala, PsyD, MSc, Directora del Programa PsyD y Profesor Asociado, Universidad Carlos Albizu en San Juan y Herbert Seevinck, CEO y Mijksenaar en Ámsterdam. Asistencia de 550 representantes del sector.
Industry Update: State of the Destination, Global Trends, Outlook, Forecast and Roadmap to Recovery.	2/9/2020	Seminario web en vivo para discutir el impacto del COVID-19 en el turismo, el estado de las crisis de salud y económica, proyecciones de indicadores del turismo y la hoja de ruta para mitigar la crisis.
Industry Update: State of the Destination, Global Trends, Outlook, Forecast and Roadmap to Recovery.	14/12/2020	Seminario web en vivo para discutir el impacto del COVID-19 en el turismo, el estado de las crisis de salud y económica, proyecciones de indicadores del turismo y la hoja de ruta recomendada para mitigar la crisis.

Componentes del Programa

Guías de Salud y Seguridad

Certificación de Salud & Seguridad





Estado Actual del Sector Hotelero

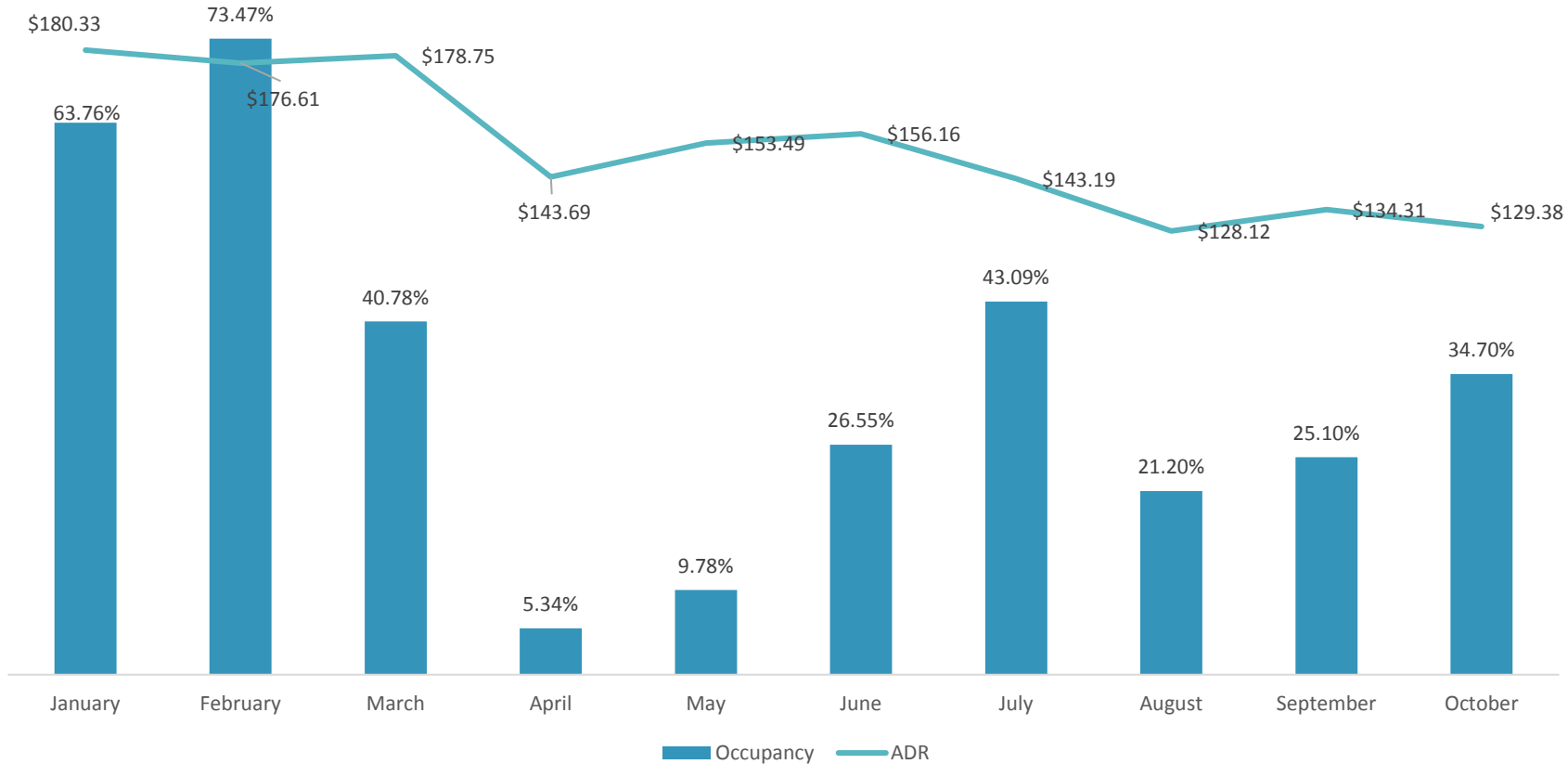
Lodging Figures – YTD Oct 2020, Nov & Dec forecast and FY 2020

- YTD Oct total hotel occupancy in Puerto Rico is 34.38%, compared to 67.15% last year.
- Forecast adjusted (positively) given Sept. and Oct. slight improvement than expectations.
- December figures adjusted reflecting steeper impact for the month per new restrictive measures.
- New 2020 forecast vs. previous forecast:
 - Room Nights: -53.1% (vs 55.3% previously)
 - Room Revenue: -53.2% (vs 55.4% previously)

2020 Lodging Performance Indicators (YTD Oct 2020 Actuals + Forecast)					
		(Projected Figures)			
	YTD Oct 2020	Nov	Dec	Total 2020	
Guest Registrations	839,875	90,425	112,351	1,042,651	
Room Nights Sold	1,154,545	120,948	124,884	1,400,377	
ADR	\$152.40	\$136.31	\$173.60	\$152.83	
Occupancy	34.38%	31.0%	33.0%	34.0%	
Room Revenue	\$186,113,938	\$16,485,917	\$21,679,984	\$224,279,838	
Room Tax	\$25,599,456	\$1,516,704	\$1,994,559	\$29,110,718	
Year-Over-Year Change					
	YTD Oct 2020	Nov	Dec	Total 2020	
Guest Registrations	-55.4%	-50.0%	-45.0%	-54.0%	
Room Nights Sold	-53.6%	-50.0%	-52.0%	-53.1%	
ADR	-5.0%	-6.0%	-6.0%	-4.6%	
Occupancy	-32.8 pt	-32.9 pt	-33.4 pt	-32.8 pt	
Room Revenue	-53.6%	-53.0%	-54.9%	-53.2%	
Room Tax	-58.92%	-75.66%	-74.06%	-61.82%	

¹Forecast for November and December estimated based on PRTC 2019 monthly figures, passengers' arrivals and estimates, market trends and situational analysis based on COVID restrictive measures.

July Oct YTD Lodging ADR and Occupancy



	January	February	March	April	May	June	July	August	September	October
Occupancy	63.76%	73.47%	40.78%	5.34%	9.78%	26.55%	43.09%	21.20%	25.10%	34.70%
ADR	\$ 180.33	\$ 176.61	\$ 178.75	\$ 143.69	\$ 153.49	\$ 156.16	\$ 143.19	\$ 128.12	\$ 134.31	\$ 129.38

Lodging inventory operational status.

- 12.4% of the traditional lodging room inventory is temporarily out of service.
 - The Metro region is the area affected the most by the temporary closure of properties with 13 properties and 674 rooms offline.

State of the Lodging Inventory (as of December 10, 2020)

	Offline Inventory		Online Inventory		Total	
	Properties	Rooms	Properties	Rooms	Properties	Rooms
Metro	13	674	58	7,767	71	8,441
East	7	977	18	1,509	25	2,486
North	0	0	10	674	10	674
West	3	112	39	1,822	42	1,934
South	1	9	9	887	10	896
Central	2	38	3	72	5	110
Total	26	1,810	137	12,731	163	14,541



Estado Actual del Acceso Aéreo

State of the Airlines Sector

Annual Inbound Passenger Outlook

- YTD Nov 2020: Inbound Passenger volume is -49.6%.
- Dec 2020 inbound passenger volume is projected to be -44% vs. YoY for a total of 273,330 passengers.
- Considering December's projection, total 2020 inbound passenger volume will be -49.0% vs YoY or 2,311,892 fewer inbound passengers than in 2019.

Monthly Inbound Passenger Volume				
	2019	2020		YoY Diff
Jan	397,902	425,360		27,458 6.9%
Feb	343,236	399,727		56,491 16.5%
Mar	410,297	254,162		-156,135 -38.1%
Apr	366,653	21,884		-344,769 -94.0%
May	380,590	41,159		-339,431 -89.2%
Jun	449,291	113,355		-335,936 -74.8%
Jul	482,934	176,993		-305,941 -63.4%
Aug	402,960	141,413		-261,547 -64.9%
Sep	277,147	146,230		-130,917 -47.2%
Oct	327,308	193,371		-133,937 -40.9%
Nov	390,939	218,471		-172,468 -44.1%
Dec*	488,090	273,330		-214,760 -44.0%
TOTAL	4,717,347	2,405,455		-2,311,892 -49.0%

*December projections based on month-to-date volume and anecdotal insights from airlines partners.

Source: Puerto Rico's Port Authority and Aerostar. December projections by Puerto Rico Tourism Company and Aerostar Strategic Planning Teams.



Estado Actual de Industria de Cruceros

State of the Cruising Industry

Conditional cruising recently allowed.

- All 3 of the major cruise companies have cancelled all Caribbean voyages through March 1, 2021.
 - Royal Caribbean: Royal Caribbean, Celebrity & Silversea
 - Carnival Cruises: Carnival, Holland America, Costa, Princess, Cunard, Seabourn & Aida
 - Norwegian Cruise Lines: NCL, Regent & Oceania cruises

OPERATIONS UPDATE

As we continue to prioritize the health, safety and well-being of our guests and crew around the world, and to ensure we have ample time to focus on our healthy return to service initiatives, we have decided to extend the suspension of sailings for our global fleet.

Global sailings will be suspended through February 28, 2021, with some exceptions.

For full details and additional affected sailings, please visit the provided link.

Please accept our gratitude for your patience and sincere apology for this setback. We can't wait for the day to welcome you onboard with us once again. Until then we hope you and your loved ones continue to stay safe.



IMPORTANT INFORMATION

UPDATE FROM CARNIVAL CRUISE LINE ON SERVICE PAUSE EXTENSION

As we implement our plans for the resumption of cruising in 2021, we have canceled select itineraries for specific operations including cruises in February from Miami, Port Canaveral and Galveston and moving the inaugural sailing of Mardi Gras until April 24, 2021.

Mardi Gras will operate from Port Canaveral and remains the most anticipated new ship to operate from North America in 2021. It will be the first liquefied natural gas (LNG) powered ship in the Americas, and feature BOLT, the first roller coaster at sea.

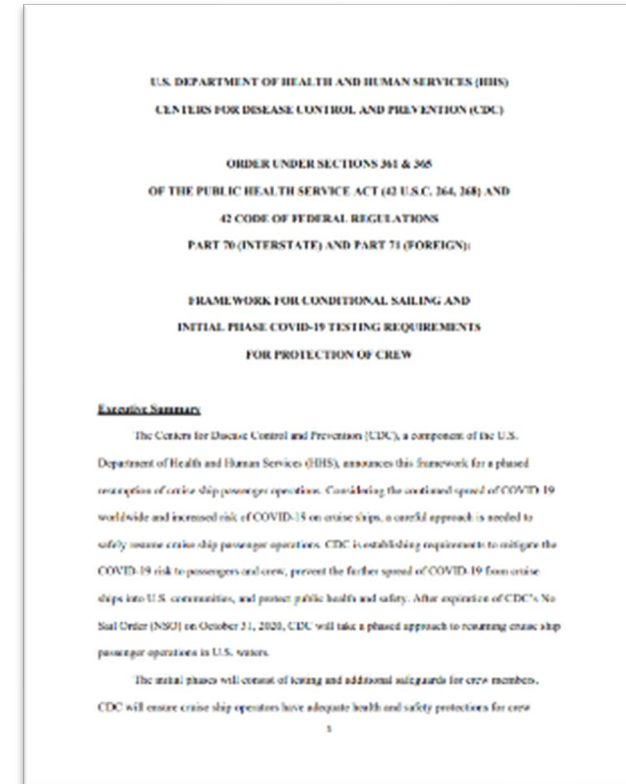
We appreciate the support of our guests, travel advisor partners, and local officials in homeports and destinations.



State of the Cruising Industry

The HHS and CDC Cruise Phased Resumption Plan at a glance.

- Every cruise company must submit detailed plan to the [CDC and HHS](#).
- 40 pages long document.
- Every cruise company must submit and individual plan.
- 60-day period after submission
- Trial voyages: simulated voyages to test cruise ship operators' ability to mitigate COVID-19 risks.
- Every cruise ship must be certified.
- Testing focused: laboratory testing for COVID-19 is an integral part of the initial phases prior to beginning passenger operations.
- Measures also seeks to prevent the seeding of outbreaks at ports and in communities



Plan for Cruising Resurgence

24-months strategic framework to secure the gradual, safe and sustainable cruising economic activity.

Operational Readiness

Objective: Safeguard the ports, health and business Infrastructure and facilitate the ease of doing business in Puerto Rico.

- New and attractive dockage fees and government incentives
- Secure compliance with the HHS and CDC Framework and secure the measures to prevention the seeding of outbreaks at ports and in communities.
- Homeporting: crew repatriation services.
- Ports Employee and Destinations Services Personnel Health and Safety Protocol.
- Emergency Management Protocol for:
 - Suspected Cases
 - Positive Cases
 - On-Board Outbreaks
 - Shore Experiences Management



Enhanced Travel Experience

Objective: deliver a safe and memorable shore experience.

- Continue to work along with CLIA.
- Obtain CARPHA safety seal and leverage the WTTC Safe Travels Seal.
- Shore Experiences Protocol and Inventory of experiences:
 - Prioritization of personnel with the COVID-19 vaccine distribution (Pending)
 - Shore experience personnel training by the Aquila Center for Cruise Excellence
 - Curated and approved list of shore experiences available who successfully pass the PRTC Health and Safety inspection process.
- Homeport experiences protocol and experiences development
 - Lodging, Transportation and Shore Experiences offering redefinition.



Proyecciones Actualizadas



Updated Forecast – Growth YoY

- The immediate short-term future for travel and tourism looks very gloomy; however, as restrictions are phased out and a degree of normality returns to daily life around the world, the industry will begin to take its first steps towards recovery.
- The baseline forecast points to two to three years for tourism demand to recover to pre-crisis levels.

Travel and Tourism Outlook - Annual YoY Forecast (Growth)					
	2020	2021	2022	2023	2024
Total Travel and Tourism GDP Contribution	-61.0%	52.0%	37.0%	22.0%	15.0%
Inbound Travelers	-49.0%	42.0%	36.0%	6.0%	2.0%
Room Nights	-53.1%	41.0%	28.0%	20.0%	2.5%
Room Revenue	-53.2%	42.0%	30.0%	15.0%	4.0%
ADR	-4.6%	1.0%	2.5%	2.5%	1.5%



Updated Forecast

Revised annual projections and YoY growth vs. Pre-Pandemic period.

- Pre-pandemic levels are expected to take place:
 - Inbound Travelers – Early 2023
 - Room Nights – Early 2023
 - Room Revenue – Mid 2023
 - ADR- Late 2023

6-Year Performance Indicators (2019 Actuals + Forecasted Figures)

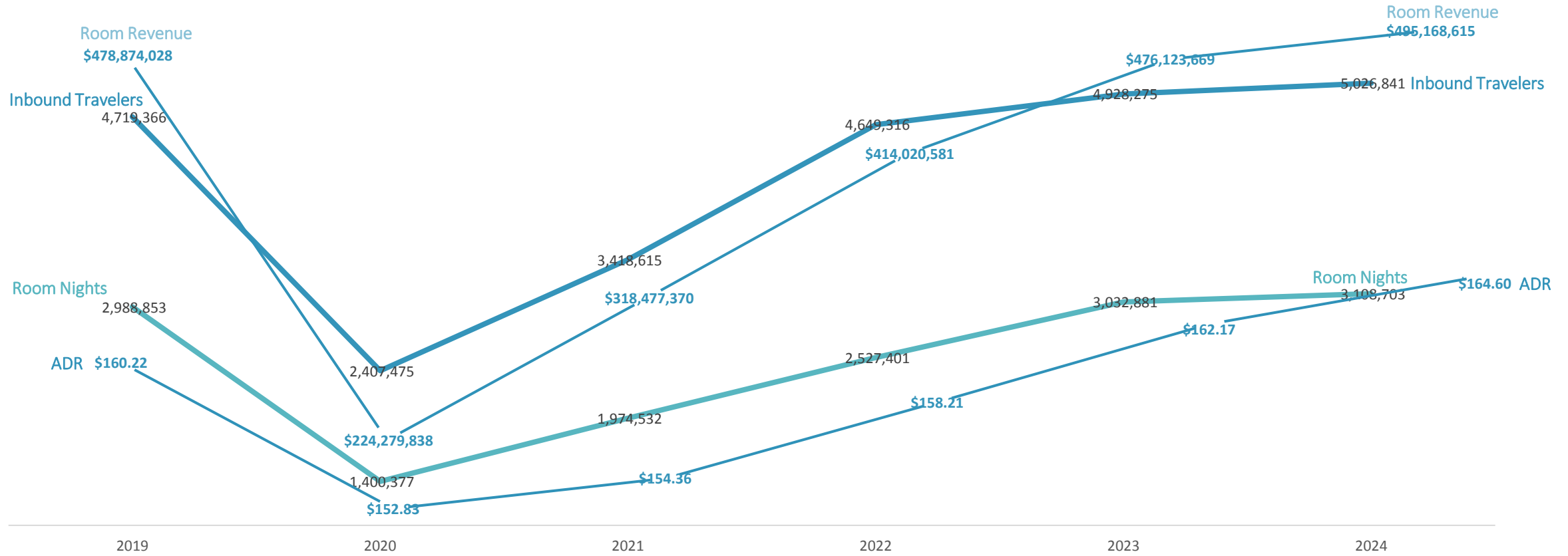
	2019	2020	2021	2022	2023	2024
Inbound Travelers	4,719,366	2,407,475	3,418,615	4,649,316	4,928,275	5,026,841
Room Nights	2,988,853	1,400,377	1,974,532	2,527,401	3,032,881	3,108,703
Room Revenue	\$478,874,028	\$224,279,838	\$318,477,370	\$414,020,581	\$476,123,669	\$495,168,615
ADR	\$160.22	\$152.83	\$154.36	\$158.21	\$162.17	\$164.60

Growth % vs 2019 (Baseline)

	2020	2021	2022	2023	2024
Inbound Travelers	-49.0%	-27.6%	-1.5%	4.4%	6.5%
Room Nights	-53.1%	-33.9%	-15.4%	1.5%	4.0%
Room Revenue	-53.2%	-33.5%	-13.5%	-0.6%	3.4%
ADR	-4.6%	-3.7%	-1.3%	1.3%	2.8%



“Swoosh” shape recovery





Hoja de Ruta de Recuperación

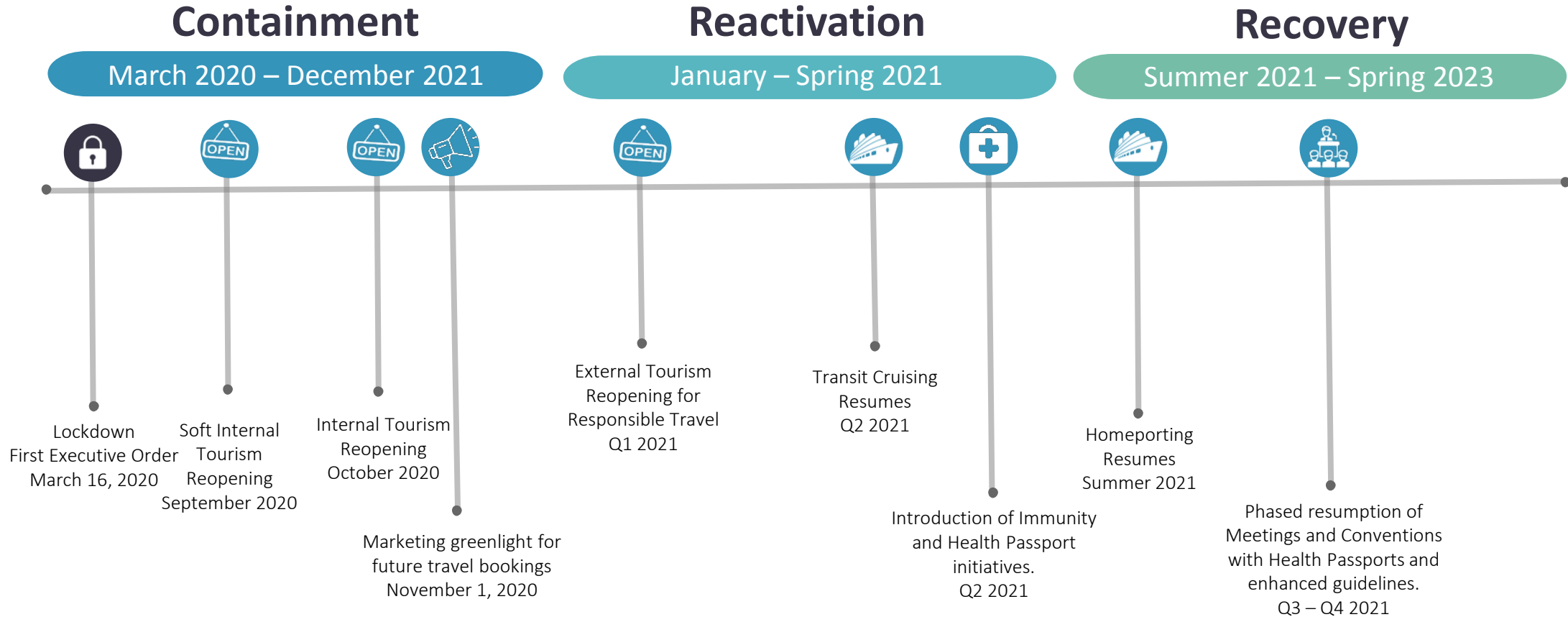


The Roadmap to Recovery

- **Objectives:** Turn the crises into an opportunity to build a long-term advantage for Puerto Rico as a premier destination through a coordinated public-private approach. The plan seeks to:
 - Ensure a safer and stronger recovery.
 - Uphold jobs and wages.
 - Preserve the financial health (liquidity) and stability (equity) of the travel and tourism business infrastructure.

Updated
December 2020

Phased Recovery Strategy



VOYTURIS TEANDO





Campaña de Navidad Activa (hasta enero 2021)





Decretos Contributivos



Emisión de Decretos Contributivos Para Proyectos de ^{Ley 74} Actividad Turística

Año	Total de Decretos Otorgados	Total de Habitaciones	Total de Inversión Elegible	Total de Creditos Contributivos
2017	5	695	\$318,,422,728	\$82,369,091
2018	49	4,513	\$1,792,276,803	\$435,323,666
2019	50		\$749,384,069	\$237,907,963
2020	68		\$1,496,038,490	\$456,295,273



Actualización de Finanzas



Presupuesto y Gastos a Noviembre 2020

Fondo	CTPR Budget	FOMB Budget	Gastos Acumulados	Obligado Y Committed	Gastado y Obligado	Disponible
10	35,178,259	29,335,335	7,618,005	4,172,985	11,790,991	17,544,344
20	32,286,000	30,901,000	1,606,650	11,376,571	12,983,221	17,917,779
30	9,322,000	10,747,665	1,440	1,798,560	1,800,000	8,947,665
Total	76,786,259	70,984,000	9,226,095	17,348,116	26,574,211	44,409,789

Recaudos Actualizados

2020-2021 Revenue Forecast				
Source	10	20	30	Total
Slot Machines	30,158,099		15,897,292	46,055,391
Room Tax	561,868	21,120,344		21,682,212
Rentas				-
Miscelaneos	1,000,000			1,000,000
Total	31,719,967	21,120,344	15,897,292	68,737,603
2020-2021 Income Budget				
Source	10	20	30	Total
Slot Machines	32,042,256		16,890,491	48,932,747
Room Tax	655,439	27,977,911		28,633,350
Rentas				-
Miscelaneos	1,000,000			1,000,000
Total	33,697,695	27,977,911	16,890,491	78,566,097
Difference				
Source	10	20	30	Total
Slot Machines Waterfall	(1,884,157)	-	(993,199)	(2,877,356)
Room Tax	(93,571)	(6,857,567)	-	(6,951,138)
Rentas	-	-	-	-
Miscelaneos	-	-	-	-
Total	(1,977,728)	(6,857,567)	(993,199)	(9,828,493)



Presupuesto y Gastos a Noviembre 2020

Fondo	CTPR Budget	FOMB Budget	Gastos Acumulados	Obligado Y Committed	Gastado y Obligado	Disponible
10	35,178,259	29,335,335	7,618,005	4,172,985	11,790,991	17,544,344
20	32,286,000	30,901,000	1,606,650	11,376,571	12,983,221	17,917,779
30	9,322,000	10,747,665	1,440	1,798,560	1,800,000	8,947,665
Total	76,786,259	70,984,000	9,226,095	17,348,116	26,574,211	44,409,789

Actualización Cascada Tragamonedas



Month	Budget	Operating Cost	MSP	Balance for Distribution	Average	Excess	Group A			Group B			Group B Distribution				
							34.00%	60.00%	Group A (Casinos) Total	66.00%	40.00%	Group B (Government) Total	Treasury Department	Educacional Fund-UPR	Tourism Company-F10	T.I.D. Fund-F30	Total Group B Distribution
Actual July	11,636,163	494,574	496,564	10,645,024	9,927,250	717,774	3,375,265	430,665	3,805,930	6,551,985	287,110	6,839,095	1,036,123	3,108,369	1,764,486	930,117	6,839,095
Actual August	-	989,148	-	(989,148)	(989,148)	-	(336,310)	-	(336,310)	(652,838)	-	(652,838)	(98,905)	(296,715)	(168,432)	(88,786)	(652,838)
Actual September	14,062,301	626,460	613,220	12,822,621	9,927,250	2,895,371	3,375,265	1,737,222	5,112,487	6,551,985	1,158,148	7,710,133	1,168,085	3,504,256	1,989,214	1,048,578	7,710,133
Actual October	23,370,846	989,148	641,667	21,740,031	9,927,250	11,812,781	3,375,265	7,087,669	10,462,934	6,551,985	4,725,113	11,277,098	1,708,480	5,125,441	2,909,491	1,533,685	11,277,098
Budget November	20,679,779	989,148	641,667	19,048,965	9,927,250	9,121,715	3,375,265	5,473,029	8,848,294	6,551,985	3,648,686	10,200,671	1,545,402	4,636,205	2,631,773	1,387,291	10,200,671
Budget December	23,102,265	989,148	641,667	21,471,450	9,927,250	11,544,200	3,375,265	6,926,520	10,301,785	6,551,985	4,617,680	11,169,665	1,692,204	5,076,613	2,881,774	1,519,074	11,169,665
Budget January	22,530,173	989,148	641,667	20,899,358	9,927,250	10,972,108	3,375,265	6,583,265	9,958,530	6,551,985	4,388,843	10,940,828	1,657,535	4,972,606	2,822,734	1,487,953	10,940,828
Budget February	23,058,025	989,148	641,667	21,427,211	9,927,250	11,499,961	3,375,265	6,899,976	10,275,241	6,551,985	4,599,984	11,151,969	1,689,523	5,068,570	2,877,208	1,516,668	11,151,969
Budget March	25,818,572	989,148	641,667	24,187,758	9,927,250	14,260,508	3,375,265	8,556,305	11,931,570	6,551,985	5,704,203	12,256,188	1,856,813	5,570,437	3,162,097	1,666,842	12,256,188
Budget April	25,128,752	989,148	641,667	23,497,937	9,927,250	13,570,687	3,375,265	8,142,412	11,517,677	6,551,985	5,428,275	11,980,260	1,815,009	5,445,028	3,090,907	1,629,315	11,980,260
Budget May	25,477,000	989,148	641,667	23,846,185	9,927,250	13,918,935	3,375,265	8,351,361	11,726,626	6,551,985	5,567,574	12,119,559	1,836,113	5,508,340	3,126,846	1,648,260	12,119,559
Budget June	24,926,170	989,148	641,667	23,295,355	9,927,250	13,368,105	3,375,265	8,020,863	11,396,128	6,551,985	5,347,242	11,899,227	1,802,733	5,408,199	3,070,001	1,618,295	11,899,227
Total	239,790,046	11,869,775	7,700,000	221,892,749	119,127,000	113,682,147	36,791,605	68,209,288	105,000,893	71,418,997	45,472,859	116,891,856	17,709,116	53,127,349	30,158,099	15,897,292	116,891,856
2021 Budget	252,624,198	11,869,775	7,700,000	233,054,423	119,127,000	113,927,423	40,503,180	68,356,454	108,859,634	78,623,820	45,570,969	124,194,789	18,815,511	56,446,532	32,042,256	16,890,491	124,194,789
Difference	(12,834,152)	-	-	(11,161,675)	-	(245,277)	(3,711,575)	(147,166)	(3,858,741)	(7,204,823)	(98,111)	(7,302,933)	(1,106,394)	(3,319,183)	(1,884,157)	(993,199)	(7,302,933)

Recovery Period

CTPR	46,055,391
CTPR Budget	48,932,747
Difference	(2,877,356)

Actualización Cascada Room Tax

WATERFALL WITH DMO - Fiscal Year 2021

	Month	Room Tax Revenues as per Act 272-2003	Debt Service - ADCC	Net - To be Distributed	CTPR (2%)	Loss Conv. Center (5%)	Reserva CC	CTPR (\$4 Million)	
Actual	Jul-20	2,980,887	-	2,980,887	59,618	149,044	-	333,333	
Actual	Aug-20	2,044,048	-	2,044,048	40,881	102,202	-	333,333	
Actual	Sep-20	2,309,275	3,033,781	(724,507)	(14,490)	(36,225)	625,000	(1,298,791)	
Actual	Oct-20	3,321,379	3,033,781	287,597	5,752	14,380	-	267,466	
Budget	Nov-20	4,449,957	3,033,781	1,416,175	28,324	70,809	-	333,333	
Budget	Dec-20	6,193,806	3,033,781	3,160,024	63,200	158,001	625,000	333,333	
Budget	Jan-21	6,394,687	3,033,781	3,360,906	67,218	168,045	-	333,333	
Budget	Feb-21	6,797,171	3,033,781	3,763,390	75,268	188,169	-	333,333	
Budget	Mar-21	7,464,551	3,033,781	4,430,770	88,615	221,538	625,000	333,333	
Budget	Apr-21	6,082,321	3,033,781	3,048,539	60,971	152,427	-	333,333	
Budget	May-21	5,056,003	3,033,781	2,022,221	40,444	101,111	-	333,333	
Budget	Jun-21	5,337,135	3,033,781	2,303,353	46,067	115,168	625,000	333,333	
		58,431,218	30,337,813	28,093,405	561,868	1,404,670	2,500,000	2,302,008	

% de Cambio
Budget Vs
Actual

-35.53%

-43.13%

-30.05%

-12.93%



COMPAÑÍA DE
TURISMO
PUERTO RICO

