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Thank you for this opportunity today.

Thank you, Legislators and our Governor Sununu, for your leadership and your handling of this devastating pandemic. Believe it or not, due to your actions and in my opinion, NH is now positioned well - as our neighboring states resisted reopening and then kept in place restrictions long after things were lifted in here in NH. In my humble opinion, I think we picked up market share as a result.

Obviously, our industry was devastated by the pandemic. Speaking frankly, very few businesses would have survived without the Federal and State aid packages. Our restaurant industry received a lot of support - from government aid to consumer support, our lodging industry was largely forgotten.

The corporate segment of our market has not come back much and is not expected to do so for the next 2-3 years. And in some cases, may not come back at all with the switch to virtual meetings. Leisure events are what is keeping the segment afloat right now but they are very seasonal in nature.

Restaurants had a strong season last year but we are seeing that as covid cases spike for a new variant etc., business drops way off. November through January were very tough months for most. As COVID cases have dropped, we have seen business come back quite quickly which is encouraging. The industry is hopeful that municipalities will be generous and continue to allow expanded outdoor dining for the next couple of years as we navigate what the future might look like.

I think most in the industry believe that COVID is here to stay and will continue to be an influence on business. What will ultimately decide how the industry looks in the years ahead will be based on how we all decide to live with the virus. It is encouraging to hear that health officials are starting to talk about how we can live with this virus rather than defeating the virus.

Our biggest challenge holding the industry back right now is having enough staff to handle the demand - no doubt a good problem to have! But very concerning.

Final thoughts - I think for the next few years meals and rentals tax will have larger than normal seasonal swings due to rising cases in the late fall/early winter. It is also my opinion that the industry will continue to evolve and will adopt technologies that allow for less staff and greater

efficiencies. Contactless check-in for hotels, limited service models in restaurants (order at the counter and someone brings you everything).

It is my pleasure and honor to be with you today. Thank you to The BIA of New Hampshire and their leadership. Please listen to our leaders at The BIA as they are our only voice to you, our great State's leadership.