The most effective approach: Act now to support tenants and protect your business, and plan now to retool for the future and accelerate out of the downturn.

Covid-19 has had different effects on each sector of commercial real estate

**RETAIL**
- Some retailers with doors closed by law, not currently paying rent. Uncertain future for many.

**HOTELS & RESORTS**
- Hard-hit sector. Shape of recovery depends on consumer attitude.

**HEALTHCARE**
- Decline in nonemergency facility activity during lockdown. Senior housing hit particularly hard.

**OFFICE**
- Owners feeling rent pressure across sectors. Work from home could accelerate shift to smaller offices.

**RESIDENTIAL**
- Many can’t pay rent. Fewer new leases.

**SPECIALIZED**
- Higher demand for wireless infrastructure and data centers. Mixed impact on other sectors. Many have stable cash flow.

**INDUSTRIAL**
- Reduced port and airport activity offset by increased logistics demand.

**Stock price change**

<table>
<thead>
<tr>
<th>Sector</th>
<th>REITs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail REITs</td>
<td>-43%</td>
</tr>
<tr>
<td>Hotel &amp; resort REITs</td>
<td>-40%</td>
</tr>
<tr>
<td>Healthcare REITs</td>
<td>-36%</td>
</tr>
<tr>
<td>Office REITs</td>
<td>-32%</td>
</tr>
<tr>
<td>Residential REITs</td>
<td>-21%</td>
</tr>
<tr>
<td>Specialized REITs</td>
<td>-9%</td>
</tr>
<tr>
<td>Industrial REITs</td>
<td>-2%</td>
</tr>
<tr>
<td>Average S&amp;P % change</td>
<td>-20%</td>
</tr>
</tbody>
</table>

Note: Includes REITs listed in S&P 500 only

Source: S&P Global

The crisis is forcing firms to adjust their playbook

**WHAT TO DO**

1. Maximize value of properties
2. Tailor operating model to real estate footprint
3. Effectively manage operations and assets
4. Achieve sustainable and adaptable balance sheet

The most effective approach: Act now to support tenants and protect your business, and plan now to retool for the future and accelerate out of the downturn.

Make the business stronger across three time horizons: lockdown, after lockdown (but pre-vaccine), post-vaccine

Organize your war room and alter your operating model to reflect virus realities across geographies

Put sharper focus on managing tenant requests and cash flow, including immediately reducing costs

Take action to sustain the balance sheet