



THE PLASENCIA GROUP
Passion. Access. Certainty.

Designed to fulfill your hospitality investment sales and consulting needs

The Plasencia Group was founded in 1993 for one purpose: to meet the hospitality investment sales, financing, advisory and consulting needs of owners of hotels, resorts and golf courses located throughout the United States, Canada, Mexico and the Caribbean. Our clients and partners – including life insurance companies, banks, private equity firms, pension funds, real estate investment trusts, and high-net-worth investors – enjoy a full range of tailored, value-added solutions to meet their hospitality investment objectives. The Plasencia Group provides its clients with services that include single asset and portfolio dispositions, strategic portfolio analysis, acquisition underwriting, loan oversight, note sales, operations benchmarking, operator and brand negotiations, hotel development consulting, asset management and debt and equity placement.



PICTURED:
INTERCONTINENTAL CHICAGO
CHICAGO, ILLINOIS



Over 80%

of

The Plasencia Group's clients have engaged our firm on multiple occasions.

The Plasencia Group has been privileged to work on some of the most iconic hotels and resorts in North America, some of which are represented in this brochure. For a more complete listing of Representative Engagements, please visit:

➤ tpghotels.com/representative-engagements

Conscientious and connected

We work hard to create an experience that will make you feel as though you're one of one, rather than one of many. It is a relationship built on personal trust and candid advice.

Starting with a single office in Tampa, Florida, and backed by a number of long-time institutional and high-net-worth investors, our firm's founder, Lou Plasencia, introduced a totally client-centered approach to hotel and resort investment sales in 1993. Business grew quickly, allowing the firm to open additional offices throughout the United States and expand its array of services. Since then, the firm has advised hundreds of investors on some of the most recognized hotel and resort transactions in North America.

Though business has grown substantially, our foundational commitment to personalized attention remains unchanged. The focused approach is one of the reasons that over 80% of The Plasencia Group's clients have worked with our firm on multiple occasions. You can rely on us to act resolutely in protecting your interests, to be fervent in our attention to detail and to provide you with direct access to top-level executives throughout each and every engagement.

Confianza:

a Spanish word that describes the intimate trust, confidence and comfort that develops among friends who put faith in and rely on each other. We strive to earn the valued friendship and confianza of those with whom we do business by providing prudent and straightforward counsel in an ethical and professional manner.

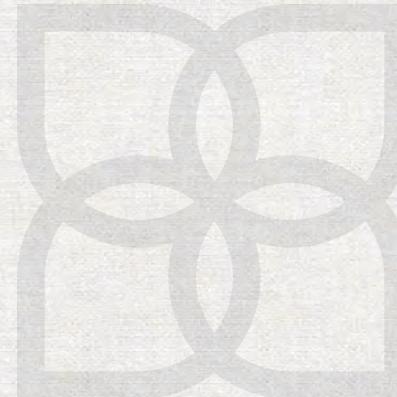
PICTURED:
MARRIOTT DEL MAR
SAN DIEGO, CALIFORNIA



Focused on your success

It's one thing when a vision is inspirational. But when a vision is adopted – when it is nurtured and grown by others – that's when it takes on a life of its own. Here at our firm, the vision of a focused, client-centered approach to business has become generational, with each member of The Plasencia Group sharing his or her commitment to an outstanding, tailored experience – one as unique as your business itself. If you're successful, then we're successful.

Because many of our team members have been in your shoes themselves, they know firsthand the impactful difference that fervent attention to detail can make. Our principals are former



**Family values
that translate
into business**

hotel managers and operators from some of the nation's best-known lodging brands. They have honed their skills while working at hotel companies, investment banks, insurance companies and law firms. That seasoned experience is put to use daily in delivering results for our clients and partners.

You'll work with professionals who have already set the standard for the industry. Utilizing their experience in hotel, resort, conference center and golf course investments and consulting, they will make an appreciable difference in your own business activities as well.

Each of our team members takes pride in serving our clients in a manner that demonstrates our shared values. We hold each other accountable in the way that a family would, because each of our actions is a reflection of the team's collective sense of dedication, integrity and honesty.

› **Review our core values, guiding principles and code of ethics at tpghotels.com/about-us**



Services to support your many endeavors

By carefully listening to our clients, our firm continues to develop and deliver an array of services to support the constantly changing investment environment – one of many reasons why we enjoy relationships that span decades.

SALES & INVESTMENTS

We deliver customized investment advice and resources to life insurance companies, banks, private equity firms, pension funds, real estate investment trusts and high-net-worth owners of hotels, resorts, and golf courses throughout North America. Our principals have completed billions of dollars in hotel transactions in their combined careers, executing some of the most challenging and complicated trades in the marketplace. They have worked with most major brands, property types, operators and ownership groups in the lodging investment arena.

DEBT & EQUITY

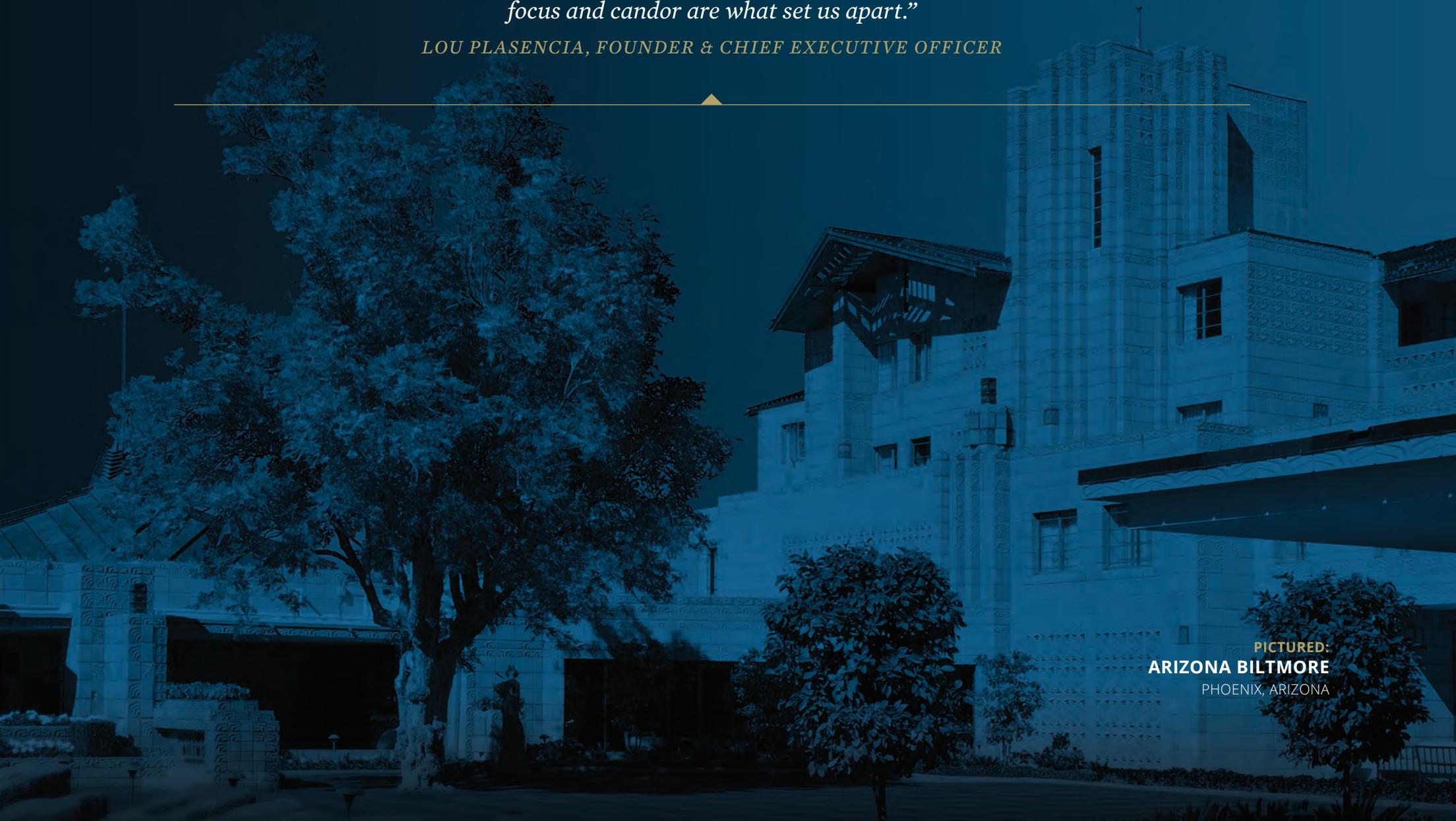
Our Capital Markets practice leverages long-standing relationships with a multitude of lenders and institutional providers of debt and equity, allowing clients to consummate transactions and growth strategies under the most advantageous terms. The team specializes in refinancing maturing debt, restructuring existing loans and raising new equity. We focus exclusively on hospitality properties, offering invaluable insight into a very specialized area that includes the underwriting of operating businesses.

ADVICE & CONSULTING

We offer a range of solutions, including asset management, contract compliance, portfolio and individual asset strategy, loan monitoring, property valuation analyses, development and construction management, and strategic planning. Our team also taps its extensive experience to evaluate assets and develop comprehensive portfolio and individual property strategies focused on profitability even under the most challenging market conditions. Having been through a number of economic cycles, our team offers a unique, long-term perspective to hotel and resort investors.

“Since the day we opened our doors, our emphasis has been building and maintaining trust. The best way to do that is by adding to our clients’ successes in their hospitality endeavors. Our business relationships over the years have now truly become personal and lifelong friendships. We have been able to do that only by engendering a strong sense of confidence and by consistently delivering as promised. Our tenacity, focus and candor are what set us apart.”

LOU PLASENCIA, FOUNDER & CHIEF EXECUTIVE OFFICER

A nighttime photograph of the Arizona Biltmore hotel. The building is illuminated from within, showing its multi-story structure with numerous windows and decorative architectural details. Large trees are visible in the foreground and surrounding the property.

PICTURED:
ARIZONA BILTMORE
PHOENIX, ARIZONA

Principled:

The Plasencia Group's Code of Ethics and Conduct provides a uniform set of principles that guide the way we conduct business, perform our jobs and maintain your trust. Everyone in the firm abides by these principles in their daily activities, because your confidence in us is so closely valued.

A tailored approach with institutional resources

Today, The Plasencia Group works with a multitude of investors, yet long-time clients still pick up the phone and call the team whenever they need unvarnished advice. Those relationships are proof of what makes our company special – and makes each client we serve feel valued.

Passion.
Access.
Certainty.



Our investment professionals are motivated by a passion for results and an alignment of interests that energizes our efforts to maximize the return on our clients' hospitality investments.

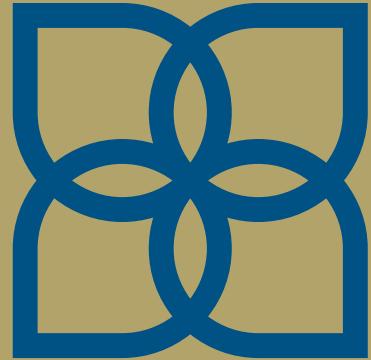
Our clients enjoy ready access to our principals, proprietary research and, most importantly, key industry decision makers and investors around the globe.

We guarantee that any engagement we take on will receive exposure to the most qualified investors, while completing a proven and regimented process.

Decades of client service with an exclusive focus on hospitality

The Plasencia Group specializes exclusively in the hospitality industry, making our company the premier choice for independent and institutional hotel and resort owners, investors and lenders seeking advice on their holdings.

*Successfully transacting your engagement
on the most favorable terms makes us
successful too. With our interests aligned,
The Plasencia Group's team offers candid,
meaningful advice on your hotel and
resort assets. Our firm offers transaction*



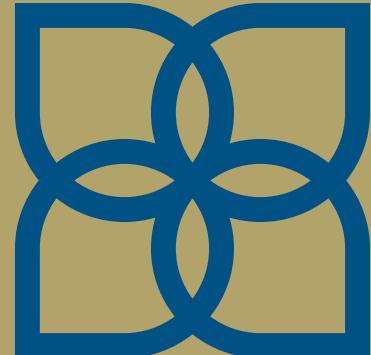
PROPERTY SALES & INVESTMENTS

Since 1993, The Plasencia Group has been a national leader in hospitality investment transactions. The Plasencia Group provides personalized investment services to life insurance companies, banks and pension funds, real estate investment trusts, and other owners of hotels, resorts, and golf courses throughout the United States, Canada, and the Caribbean. The Plasencia Group's principals have completed billions of dollars in hotel transactions in their combined careers and have executed some of the most challenging and complicated trades in the marketplace. Over the years, our professionals have worked with nearly every major brand,

Get in touch

To learn more about The Plasencia Group, the people and clients who make it special, and the myriad services we offer to assist in making your next endeavor a success, we invite you to visit tpghotels.com. Or, simply, pick up the phone and call us at (813) 932-1234.

Decades of client service with an exclusive focus on hospitality



The Plasencia Group specializes exclusively in the hospitality industry, making our company the premier choice for independent and institutional hotel and resort owners, investors and lenders seeking advice on their holdings.

Successfully transacting your hotel on the most favorable terms makes us successful too. With our interests aligned, The Plasencia Group's team offers candid, meaningful advice on your hotel and resort assets. Our firm offers transaction, capital markets and consulting services with industry experience that spans four decades. The Plasencia Group has earned the respect and repeat business of our clients for a reason: we make people successful.

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Services include:

- Dispositions
- Acquisitions
- Portfolio transactions

Much of The Plasencia Group's transaction experience has been in portfolio engagements. The firm excels in targeting the most qualified investors for large-scale deals. We have been engaged to handle the sale of over 25 different hotel portfolios and debt instruments consisting of more than 33,000 hotel rooms in 21 states.



Services

NEW DEBT & EQUITY

The Plasencia Group's Capital Markets practice utilizes long-standing relationships with a multitude of lenders and institutional providers of debt and equity, allowing clients to consummate transactions and growth strategies under the most advantageous terms. Our team specializes in orchestrating the refinancing of maturing debt pieces, the restructuring of existing instruments and raising equity. Our firm focuses exclusively on hospitality assets, thus offering clients practical insight in a very specialized area that includes the underwriting of operating businesses. The relationships, expertise and proficiency of The Plasencia Group's professionals are propitious in the achievement of its clients' goals.

Services include:

- > *Equity sourcing*
- > *New debt placement*
- > *Refinancing services*
- > *Restructuring of existing debt*

STRATEGIC ADVICE & CONSULTING

The Plasencia Group offers a full range of value-added solutions, including portfolio and individual asset strategy, loan monitoring, property valuation analyses, asset management, contract compliance, hotel development and construction management, and financial and strategic planning.

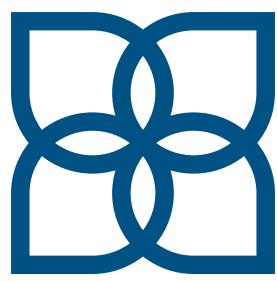
Our team provides extensive experience in assisting hotel owners and lenders in the evaluation of their assets and the development of comprehensive portfolio and individual property strategies, focusing on profitability even under the most challenging market conditions. Having been through four economic cycles, The Plasencia Group offers clients a robust menu of proven consulting and advisory services for both individual properties as well as portfolios. Additionally, the firm's senior associates bring decades of hospitality experience as hotel owners, operators and lenders to the industry.

Services include:

- > *Asset management*
- > *Operator contract compliance*
- > *Renovations & new construction*
- > *Partnership guidance*



THE PLASENCIA GROUP
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The kind of company you'd build yourself

Our team — comprised of professionals with decades of experience in hotel operations, capital markets, financial analysis, marketing, and negotiations — offers an unparalleled combination of expertise in all areas of hotel investment and consulting.



LOU PLASENCIA *Chief Executive Officer, Tampa, Florida*

Lou Plasencia is the Chairman and Chief Executive Officer of The Plasencia Group and its affiliated companies and is responsible for the strategic direction of the firm. Mr. Plasencia has been involved in a number of high-profile assignments, including individual and portfolio engagements with institutional and private owners of hotel, resort and golf real estate assets.

Mr. Plasencia serves on a number of boards and councils for lodging, commercial real estate and tourism development organizations such as the Urban Land Institute Hotel Development Council, Florida Council of 100, the Foundation for Florida's Future, Visit Tampa Bay, the Hillsborough County Tourist Development Council, Jesuit High School (Tampa) and St. Lawrence Parish in Tampa.

Lou received his Master's degree from Indiana University in Bloomington and has a Bachelor's degree from Loyola University in New Orleans.



ORLANDO PLASENCIA *Chief Administrative Officer, Tampa, Florida*

Mr. Plasencia serves as Chief Administrative Officer and is responsible for overseeing the daily operating and administrative functions at The Plasencia Group. His responsibilities, amongst others, include managing the firm's finances, risk management, insurance and retirement plan programs, maintaining HR policies and overseeing support functions.

Orlando joined the firm in 2001 after an 18-year career with Wells Fargo (formerly Wachovia). During his time with Wells Fargo, he served in a variety of capacities including treasury management, credit underwriting and sales and marketing, focusing primarily on middle-market corporate clients.

A graduate of Loyola University in New Orleans, Orlando holds the designation of Certified Cash Manager from the Treasury Management Association.



RICH CONTI *Senior Managing Director, Cleveland, Ohio*

Rich Conti brings nearly four decades of hospitality industry expertise to the firm. He has been involved in billions of dollars of hotel transactions and financings throughout his career. Prior to joining The Plasencia Group, Mr. Conti was President of Boykin Lodging Company, where he was instrumental in growing and ultimately selling the NYSE Lodging REIT in 2006. Before joining Boykin, Mr. Conti was a Principal and Director with Coopers & Lybrand LLP in their National Hospitality Consulting Practice and a Senior Principal at Laventhal and Horwath. He has served as Chairman of the Hotel Development Council of the Urban Land Institute, is on the executive board of the School of Hotel Business at Michigan State University, and is involved with many other industry organizations. He has been quoted on industry related matters in *The Wall Street Journal*, *USA Today*, *The New York Times* and many industry publications.

Mr. Conti obtained his undergraduate degree in Business Administration at SUNY Brockport and a Master of Business Administration degree in Hotel, Restaurant and Institutional Management from Michigan State University.

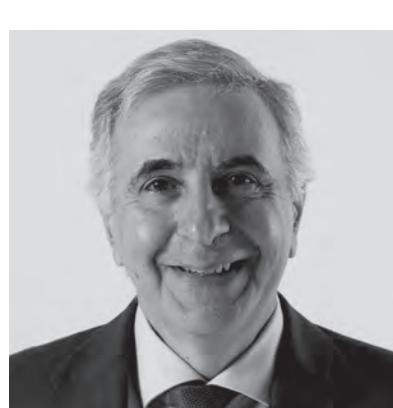


ROBERT WIEMER *Senior Vice President, Houston, Texas*

Robert Wiemer leads investment sales engagements for The Plasencia Group throughout the United States. Since joining The Plasencia Group in 1994, Mr. Wiemer has coordinated the disposition of over \$2.0 billion in hospitality assets across the country, and has advised on more than 100 dispositions in Texas alone.

Prior to his time at The Plasencia Group, Mr. Wiemer served as Director of Asset Dispositions at American General Corporation where he was responsible for the disposition of hotels, office buildings, retail centers, apartments and industrial investments throughout the United States. Mr. Wiemer also worked for First City Bank-Texas, where he was responsible for the sale of many of the institution's owned real estate properties. He also worked for First Republic Bank Houston, where he managed a portfolio of real estate loans and bank-owned properties.

Mr. Wiemer graduated from Louisiana State University in Baton Rouge with a Bachelor's Degree in Economics and an MBA.



TONY HADDAD *Senior Asset Manager, Miami, Florida*

Tony Haddad brings nearly three decades of hotel operations and management experience to the firm. Mr. Haddad served as a Regional Controller for Marriott International where he was responsible for the Caribbean, Mexico, Central and South American Region from 1998-2003. Mr. Haddad's responsibilities included analyses and reporting for all the hotels, preparation of capital expenditures and operating budgets for owners and lenders, completion of performance and financial audits, and the structuring of accounting and finance operations. Mr. Haddad also served as asset manager for workouts of troubled assets and provided on-site financial assistance and underwriting for hotel acquisitions.

Mr. Haddad has also served in a variety of hotel operations positions to include Director of Finance and Assistant Director of Finance for Marriott International at downtown, convention and resort hotels in Houston, Boston, Fort Lauderdale and San Juan. He earned a B.B.A. degree with a major in Accounting from the McCombs School of Business at The University of Texas at Austin.

The Plasencia Group. Built just for you.



JOE CORCORAN *Vice President, Dallas, Texas*

Joe Corcoran supports The Plasencia Group's investment advisory team from the firm's Dallas office. Mr. Corcoran offers experience in multiple areas of the hospitality industry, ranging from on-property positions to multi-property and regional oversight capacities. Prior to joining The Plasencia Group, Mr. Corcoran served as Regional Director of Sales and Marketing for Western International Hospitality where he directed the execution of sales plans for a sizeable portfolio of Marriott- and Hilton-branded properties across several states. Before his tenure with Western International, Mr. Corcoran spent three years with InterContinental Hotels Group in Irvine, California, in sales. Mr. Corcoran began his career with Synergy Capital Mortgage Corporation as a loan officer.

Mr. Corcoran is a graduate of Chapman University where he obtained his undergraduate degree, with honors, in Organizational Leadership with an emphasis in Business Administration. He earned his Master's in Business Administration degree from Southern Methodist University. He has also participated in several industry-specific training courses, including the IAHI Real Estate Development program at Cornell University.



CHRIS PLASENCIA *Vice President, Tampa, Florida*

Chris Plasencia focuses on the acquisition and disposition of hotel and resort properties for The Plasencia Group's clients. Prior to joining the firm, Mr. Plasencia practiced law for several years in the real estate group of Squire Patton Boggs. There he gained significant experience in the negotiation and execution of a wide spectrum of commercial real estate transactions across the country, including sales and financings of a number of hotel and resort properties.

Mr. Plasencia received his law degree from Fredric G. Levin College of Law at the University of Florida and a Master's degree in real estate from the Warrington College of Business Administration at the University of Florida. He received a Bachelor's degree in History from Duke University. Mr. Plasencia also brings to the firm experience in hotel operations, having worked in the hospitality industry with Marriott International.



NICK PLASENCIA *Vice President, Tampa, Florida*

Nick Plasencia specializes in the disposition of full-service, premium select service, boutique and resort properties, both in single-asset and portfolio transactions. He has personally transacted several hundred million dollars of lodging assets across all regions of the United States. Mr. Plasencia has had the opportunity to advise a wide breadth of clientele, ranging from privately held owner-operators, to management companies, private equity funds, and public REITs.

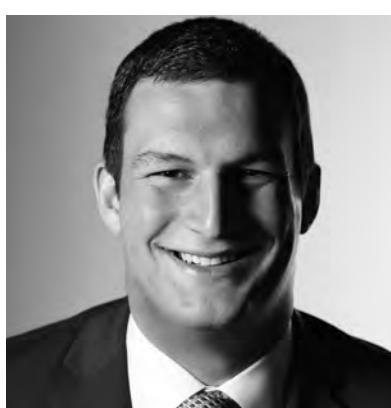
Prior to joining the firm, Mr. Plasencia worked for Raymond James, a publicly traded financial services firm, in its real estate investment banking group, specializing in mergers and acquisitions, public offerings and private placements. While at Raymond James, Mr. Plasencia was integrally involved in several capital raising assignments in the lodging sector, including preferred and common stock offerings. His experience in lodging also includes operations positions at multiple hotel properties with Marriott International and Quorum Hotels and Resorts. Mr. Plasencia is a graduate of Harvard University where he received a Bachelor's degree in Economics.



JODIE OROZCO *Vice President of Marketing & Partnerships, Tampa, Florida*

Jodie Orozco leads the The Plasencia Group's strategic marketing efforts. In her role as Vice President of Marketing & Partnerships, Ms. Orozco is responsible for client communications, business development, campaign management, sponsorships, events and public relations. Prior to her tenure with The Plasencia Group, Jodie worked for five years at Raymond James, a publicly traded financial services firm, for which she served as a Product Manager in Client Communications. Most recently, she was a Senior Marketing Associate at RSM, a global accounting firm, where she was responsible for marketing strategy across four South Florida offices and multiple lines of business.

Jodie graduated cum laude from the University of Florida's Warrington College of Business Administration, where she received a Bachelor's degree in Marketing with minors in Mass Communications and Packaging Sciences. She serves as President of the Board of Directors for the Gasparilla Festival of the Arts and has served as an ambassador for the Tampa Bay Partnership.



JOHN PLASENCIA *Vice President, Charlotte, North Carolina*

John Plasencia coordinates financial modeling and analyses for the firm. He joined The Plasencia Group in 2014, coming from Interstate Hotels & Resorts, where he worked in that firm's Business Development and Feasibility groups. Mr. Plasencia has coordinated financial analyses and modeling for hundreds of hotels and resorts throughout the United States. He has worked across all chain scale segments, with brands such as Hilton, Hyatt, Marriott and others. He has developed financial models and projections for a broad range of properties from major institutionally-owned hotels to privately-owned boutique properties.

Mr. Plasencia is a graduate of Northwestern University, where he earned a Bachelor of Science degree in Communication Studies with a minor in Business Institutions.



CALLIE BRAKEFIELD *Executive Assistant, Tampa, Florida*

Callie Brakefield manages a myriad of administrative functions at The Plasencia Group's headquarters in Tampa. In her role as Executive Assistant, Ms. Brakefield is responsible for managing team schedules, coordinating client meetings and maintaining company records.

Prior to joining The Plasencia Group in 2014, Callie served as an Executive Assistant at MCNA Dental, a Fort Lauderdale-based dental benefits administrator. At MCNA, Callie provided daily support to C-level management, acted as the point of contact for internal departments and outside clients, and managed corporate records. Ms. Brakefield has also worked for the Florida Association of District School Superintendents.

Ms. Brakefield attended Florida Atlantic University.



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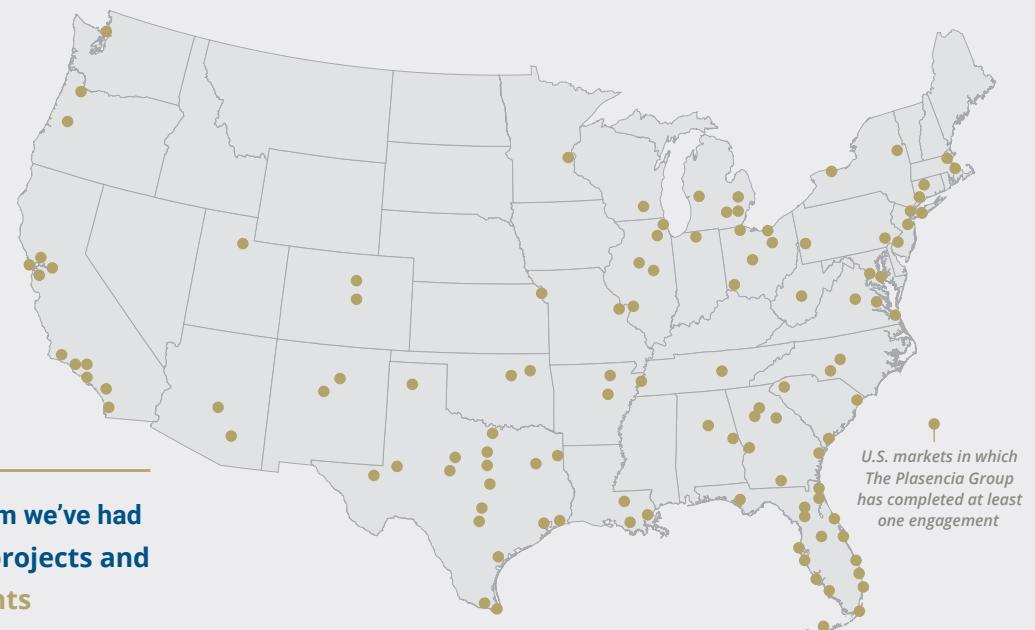
The Plasencia Group has earned a reputation for candor, focus and integrity since 1993 by ensuring that our clients are successful in their lodging investment endeavors.

BREADTH & DEPTH OF EXPERIENCE

The Plasencia Group has completed transaction, capital markets and consulting engagements for clients across the United States, Mexico and the Caribbean since 1993.

EARNING OUR CLIENTS' TRUST WITH EACH ENGAGEMENT

Over the years, The Plasencia Group has worked with clients and partners who run the gamut from publicly-traded, global investment managers to private equity groups to lenders to individuals managing private investments in hotels and resorts.



Below is a partial representation of the prestigious clients with whom we've had the opportunity to work. For a more comprehensive list of past projects and clients, please visit: tpghotels.com/representative-engagements

