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Year 2017



INTERSTATE HOTELS & RESORTS

OUR EXPERIENCE. YOUR SUCCESS.®

Interstate Hotels & Resorts is the leading, U.S.-based global third-party hotel management company with a platinum portfolio and a focus on hotel owners' investment objectives. Hotels under management span the dynamic growth regions of the U.S., the United Kingdom and Ireland, Western and Eastern Europe, and Russia and the CIS.

The Interstate Advantage is the capitalization of the company's extensive management team experience, strong industry relationships, personalized service, top talent and exceptional owner relations backed by best-in-class platforms that result in exceptional guest service, market leading results, operational efficiencies, and outstanding hotel performance.

From the boardroom at corporate headquarters to the guestroom of each hotel under management, Interstate's 30,000 talented associates provide exceptional guest service and results-driven operations.

Each of Interstate's 33 owner-aligned corporate teams - comprised of experienced operations, sales and marketing, revenue strategy, and finance executives - provide hotel oversight and personalized owner support for up to a 15-hotel portfolio. Corporate operations teams and hotel leadership in turn are supported by Interstate's innovative systems and corporate hospitality professionals in over 12 disciplines including: human resources, food and beverage, procurement, digital marketing, quality assurance, information technology, risk management, accounting, and capital markets.

Interstate's depth of team experience across hotel operational specialties, business innovation, and technology are at the forefront of

driving operating success and results for hotel owners and investors. Innovative technology such as Interstate's industry leading IHR1 business intelligence platform provides real-time hotel performance insights, analytics and actionable data. MarketBasket, a procure-to-pay system integrated with IHR1, leverages Interstate's buying power and technology seamlessly connecting hotel purchasing, payment and P&L cycle online and in real-time.

Currently, Interstate Hotels & Resorts and its affiliates operate over 400 hotels with nearly 74,000 rooms in nine countries. Interstate's depth of operations experience covers hotels in every asset class, from a skyscraper in New York City, a destination resort outside of Dublin, Ireland, and a business hotspot in downtown Atlanta, to a boutique hotel in New Orleans.

With the strongest brand diversity in the industry, Interstate holds over 45 lodging brands in the portfolio, in addition to more than 40 independent boutique/lifestyle hotels.

SERVICES

Hotel Management

Interstate has mastered a successful operating strategy that combines scale with agility in deploying resources focused on achieving hotel owners' investment goals.

The depth of expertise crosses all industry segments, including luxury, full-service, select-service, extended-stay, and independent hotels. Interstate's operations specialties span from select service to full service to convention hotel, destination resort and boutique/lifestyle properties.

Full-Service Hotels & Resorts

Prospering through the applied experience dedicated to the category, full-service hotels receive hands-on attention from corporate teams that have relationships with more major brands than any other independent management resource in the world.

Crossroads® Select-Service

Recognized as one of the premier operators in this segment, Crossroads® select-service and extended-stay properties gain advantages through management efforts tailored to the owner.

Corporate offices supporting North American operations are in Arlington, Va.; Atlanta, Ga.; Dallas, Texas; and Newport, Calif., and bring local focus to managed hotels throughout the U.S.

GLOBAL SEGMENTS

Interstate Europe Hotels & Resorts

Boasting an international presence for over 20 years, Interstate also holds vast hotel operating experience outside of the U.S., replicating superior operation systems and methodologies in both established and emerging markets worldwide, including the United Kingdom, Ireland, Belgium, Netherlands, Germany, Russia, Belarus, Kazakhstan, and Bosnia and Herzegovina. Interstate Europe's growing footprint currently includes 81 hotels and nearly 14,000 rooms managed across the United Kingdom, Ireland, Western Europe, Eastern Europe, and Russia/CIS. Interstate Europe's regional offices in Glasgow, U.K., and Moscow, Russia provide local support in these regions.

KEY EXECUTIVES

From the boardroom at the corporate headquarters to the guest room of each managed hotel, Interstate strongly believes that its innovators make the difference. Possessing more than a century of combined experience in the industry, Interstate's leadership team is the engine that propels its clients to realize greater success at the bottom line.

Michael J. Deitemeyer, Chief Executive Officer

Responsible for the company's overall performance and global growth of its management portfolio, Mike also serves as an executive director on the Company's board of directors.

Mike joined the Company in March 2017 after a highly successful tenure with Omni Hotels & Resorts. He served as President of Omni for 13 years, and prior to that helped grow the organization through multiple management roles in operations, development, sales and finance. Under his leadership, Deitemeyer established Omni as a leading hotel brand and operator, with a reputation for delivering superior quality, award-winning service, and exceptional guest experiences.

An active industry leader, Mike serves on the executive committee and board of the American Hotel & Lodging Association (AH&LA) and is a founding board member and director of the Global Hotel Alliance.

Samuel (Ted) Knighton, President and Chief Operating Officer

Ted Knighton is responsible for overseeing and integrating operations for the company's more than 400 hotels across 10 countries. Prior to his current position, he served as Interstate's president of hotel operations, responsible for the North American portfolio – the company's largest region.

Ted has experience leading Interstate's Crossroads® division – encompassing the select-service, extended-stay and mid-market segments – operations-full service hotel division and investment fund/joint venture portfolio.

Prior to joining Interstate, he served as vice president of operations for Radisson Hotels and has also worked for Hyatt Hotels Corporation. Ted holds a degree in Hotel Administration from Cornell University.

Leslie Ng, Chief Investment Officer

With a broad range of experience in real estate investment and finance, Ng oversees all global investment and acquisition activity, as well as new business development worldwide.

Prior to joining Interstate, he worked with Patriot American Hospitality, where he played an instrumental role in growing Patriot to one of the largest hotel companies worldwide. Other companies include The Continental Companies and Tobishima Associates, Ltd.

Carrie McIntyre, Chief Financial Officer

Responsible for oversight of the Interstate's corporate and hotel accounting, treasury, tax, financial planning and analysis, asset management, internal audit and risk management functions, McIntyre spent her early career in corporate controller and senior accountant positions for publicly held companies and a top accounting firm.

McIntyre joined MeriStar Hotels & Resorts, a predecessor company to Interstate, in 2001 as vice president and corporate controller and held subsequent positions with increasing responsibilities in finance, strategic financial planning and analysis, risk management and treasury functions.

McIntyre has extensive experience in treasury, risk management, investor relations, strategic financial planning and capital market activities, securing or refinancing over \$500 million in credit facilities during her tenure.

Erica Hageman, Executive Vice President and General Counsel

Responsible for the oversight of the Company's legal and compliance functions, Hageman previously served as senior vice president and assistant general counsel, responsible for the oversight of Interstate's corporate mergers and acquisitions, management agreements, joint ventures and corporate litigation.

Prior to joining Interstate in 2008, Hageman was an associate with the Washington D.C. office of Eckert Seamans Cherin & Mellott.

Hageman is active in the hospitality industry and legal affairs. She currently serves as a member of the Association of Corporate Counsel; American Bar Association; Washington Metropolitan Area Corporate Counsel Association; American Hotel & Lodging Association; and is a

member of the Bar in Georgia (inactive), Washington, D.C., and Virginia (2003).

Jane Blake, Chief Human Resources Officer

Jane Blake is Interstate Hotel & Resorts' chief human resources officer, responsible for the oversight of all human resources services in the U.S. and the U.K., including servicing hotel owners and hotel staff relevant to operations, talent acquisition and development, compensation, benefits, human capital information systems, compliance, labor and associate relations.

Jane brings over 25 years of experience leading corporate human resources teams primarily in hospitality. She has been with Interstate since 2014. Prior to joining the Company, Jane served in human resources leadership capacities for the Marcus Corporation and LaQuinta Corporation.

James Lamb, Chief Information Officer

With more than 30 years of IT experience, Lamb is responsible for the design and delivery of innovative technical and business solutions to meet the diverse needs of Interstate and its global hotel portfolio.

Prior to joining Interstate, Lamb held a variety of IT positions within the hospitality industry, including senior vice president of information technology/chief information officer for Global Hyatt Corporation and chief information officer for Le Méridien Hotels & Resorts. In addition, he spent 16 years working for IT services firms, EDS and later Perot Systems, where he was responsible for creating solutions to meet the needs of clients in the manufacturing, publishing, financial, and travel and leisure industries.

Interstate's Senior Leadership Team:

George Brennan, *Executive Vice President, Sales & Marketing*

Russ Cox, *Executive Vice President, Operations*

Kenneth McLaren, *Executive Vice President, International Operations*

Nicholas Northam, *Managing Director for the UK*

Edward Blum, *Executive Vice President, Development & Acquisitions*

Mark LeBlanc, *Executive Vice President, Development & Acquisitions*

Aaron Greenman, *Executive Vice President, Development & Acquisitions-EMEA*

Bill Deller, *Executive Vice President, Hotel Finance-North America*

Darren Brennan, *Executive Vice President, International Finance*

Jenny Zhan *Executive Vice President and Chief Accounting Officer*

FROM STARTUP

From relatively humble beginnings in 1960, Interstate has evolved

TO STARDOM

to become a leader in the hospitality industry. Once the owner of a single property in Erie, Penn., the company expanded internationally and is now recognized as the leading U.S.-based dedicated hotel management company. Along the way, the company has forged partnerships with major brands in the industry and earned a reputation for high-quality, performance-based operations.

1960s – 1970s

Interstate was founded in May 1960 in Pittsburgh, with Milton Fine and Edward Perlow purchased the Capri Motel in Erie, Penn. In the early 1970s, Interstate began its long partnership with Marriott, and the company continued its strategy to develop, own and operate hotels. By the end of the decade, the company owned and operated four hotels and 1,800 rooms in four states.

1980s

Interstate experienced rapid growth in the 1980s, developing its 16th Marriott-branded property by 1986: the Pittsburgh Airport Marriott. The decade also saw the genesis of other prominent hotel companies, which served as the foundation of today's Interstate. By decade's end, Interstate operated 29 hotels and more than 10,300 rooms in 15 states, of which 25 were Marriott-branded.

1990s

This political decade was marked by a number of significant events for the industry as a whole. For Interstate, this included the formation of Crossroads Hospitality, international expansion, and significant growth of its hotel portfolio. In the 1990s, Interstate also achieved an initial public offering (IPO). The company was subsequently acquired by Patriot American Hospitality, which later spun off as an independent management company. Toward the end of the decade, Interstate operated 230 hotels.

2000s

The first decade of the new millennium provided substantial opportunities for Interstate. In 2002, Pittsburgh-based Interstate Hotels Corporation and Washington, D.C.-based MeriStar Hotels & Resorts merged to form Interstate Hotels & Resorts. By the end of the decade, Interstate announced it would be acquired by a joint venture between Thayer Lodging and Jin Jiang Hotels. In between, the company executed on a strategic growth plan through hotel investments along with an intensified international expansion, ultimately holding interests in 56 properties and operation in seven countries.

In 2010, Interstate celebrated an anniversary milestone, "Exceeding Expectations for 50 Years," and has embarked on another decade of

success with renewed energy to deliver excellence to customers and carry out its vision to be the leading, independent, multinational hotel operator worldwide.

In 2016, Interstate was strategically acquired by Kohlberg & Company from Thayer Lodging and Jin Jiang International Hotels, further positioning the Company to enrich its value proposition in the hotel and hospitality industry, with enhanced global relationships and access to capital resources benefiting its third party management model.

PROPERTY SPOTLIGHTS

Sochi Marriott Krasnaya Polyana

Gorki Gorod, Russia

Marriott International's first hotel in Gorki Gorod, the Sochi Marriott Krasnaya Polyana Hotel opened prior to the 2014 Winter Olympics. The five-star hotel is spread over seven floors with 428 rooms and suites, situated within walking distance of world-class ski slopes and adjacent to the state-of-the-art Media Center. The hotel is located at the center of the new year-round ski resort and houses a luxury spa, as well as indoor and outdoor pools.

Streamsong Resort

Streamsong, Florida

With two critically acclaimed golf courses and a third under development, Streamsong Resort sits on 16,000 acres, emphasizing a contemporary design with state of the art conference facilities and two signature restaurants. The 228-room resort features world-class bass fishing, a sporting clays facility, grotto-style spa, stunning vistas, wildlife and more in a natural Florida setting.

Powerscourt Hotel, Autograph Collection

County Wicklow, Ireland

The elegant retreat showcases Palladian-style architecture and offers guests a host of luxurious amenities including a 20-metre Swarovski crystal-lit indoor pool. The hotel features two championship level golf courses and a 30,000-square foot luxury spa by ESPA.

The Marker

Dublin, Ireland

Currently in development, this new urban style hotel overlooks Grand Canal Square and will feature 187 luxury guestrooms, spa, infinity-edge pool, bar, Brasserie Restaurant, rooftop garden and ballroom/banqueting facilities.

Courtyard and Residence Inn New York Manhattan/Central Park

New York, New York

Recognized at the Americas Lodging Investment Summit (ALIS) as the 2013 Development of the Year, the stacked 378-room Courtyard hotel and 261-suite Residence Inn hotel in midtown Manhattan is the tallest single-use hotel in North America. Just steps away from Central Park, the 68-story building offers guests convenient access to Carnegie Hall, the Broadway Theater District, Fifth Avenue, Rockefeller Center and Radio City Music Hall.

The Seelbach Hilton Louisville

Louisville, Kentucky

Appearing on the National Register of Historical Places, this AAA Four Diamond luxury hotel is a landmark Kentucky gem, inspiring F. Scott Fitzgerald to use The Seelbach as the backdrop for Tom and Daisy Buchanan's wedding in *The Great Gatsby*. The hotel features a recent \$12 million renovation, 321 guestrooms, 33,000 square feet of meeting space and AAA Five Diamond restaurant, The Oakroom.

Laguna Cliffs Marriott Resort & Spa

Dana Point, California

Echoing the beauty of the Pacific Coast, the AAA Four Diamond resort's red-roofed, Victorian-style architecture caps the cliffs above the bay. Laguna Cliffs features 378 guestrooms, The Spa at Laguna Cliffs, 50,000 square feet of meeting space, two restaurants and a 2,500-square-foot fitness center.

Hyatt Vineyard Creek Hotel & Spa

Santa Rosa, California

Savoring the charm of a Tuscan villa set in the heart of Sonoma Wine Country, this AAA Four Diamond hotel features the award-winning Brasserie Restaurant and full-service spa, Le Carré. With 155 guestrooms and 40,000 square feet of meeting space, the Mediterranean style hotel is a short drive to more than 200 Sonoma wineries, the Pacific Coast and Napa Valley.

CORE VALUES

From the beginning, Interstate has held fast to a set of core values that shaped how the company evolved and prospered. Interstate believes in delivering excellence. This unwavering commitment to the founding beliefs that guide the company helps hotel owners succeed in any marketplace, through any economic cycle.

Act with integrity

Acting in a manner that befits Interstate's position as an industry leader.

Be a team player

Bringing every contributor together for the betterment of all.

Embrace others' differences with respect

Valuing the insight of each individual and treating them as an important member of the team.

Deliver excellence

Delivering excellence is the cornerstone of each and every effort, each and every day.

Promote innovation

Striving not just to meet, but exceed the industry in all Interstate does.

Communicate openly and often

Facilitating conversations and the exchange of ideas.

Be of Service

Delivering exceptional service to our guests, fellow associates and communities in which we live and work.

**AWARDS &
ACCOLADES**

The Post 200, *The Washington Post*, 2013

**Corporate Hotelier of the World, *HOTELS*,
Thomas F. Hewitt, Chairman of the Board, 2012**

**Top Third-Party Hotel Management Company, *Hotel Management*,
2012 – 2016**

Top Hotel Company, *Hotel Management*, 2013- 2016

Top Hotel Management Company, *Hotel Business*, 2010 – 2017

**Top Hotel Management Company, *Lodging Hospitality*,
2010 – 2012 (*publication no longer in circulation)**

**CORPORATE
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