



NYU

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PROFESSIONAL STUDIES

42nd ANNUAL NYU

INTERNATIONAL HOSPITALITY INDUSTRY INVESTMENT CONFERENCE

NOVEMBER 6 - 12, 2020

AGENDA



Conference Chair

Jonathan M. Tisch

Chairman and CEO of Loews
Hotels & Co. and Co-Chairman of
the Board of Loews Corporation



Conference Vice Chair

Jeffrey Stewart

Founder, Walnut Hill Advisors



Conference Host

Nicolas Graf

Associate Dean
NYU School of Professional Studies
Jonathan M. Tisch Center of Hospitality



Conference Co-Host

Susan Greenbaum

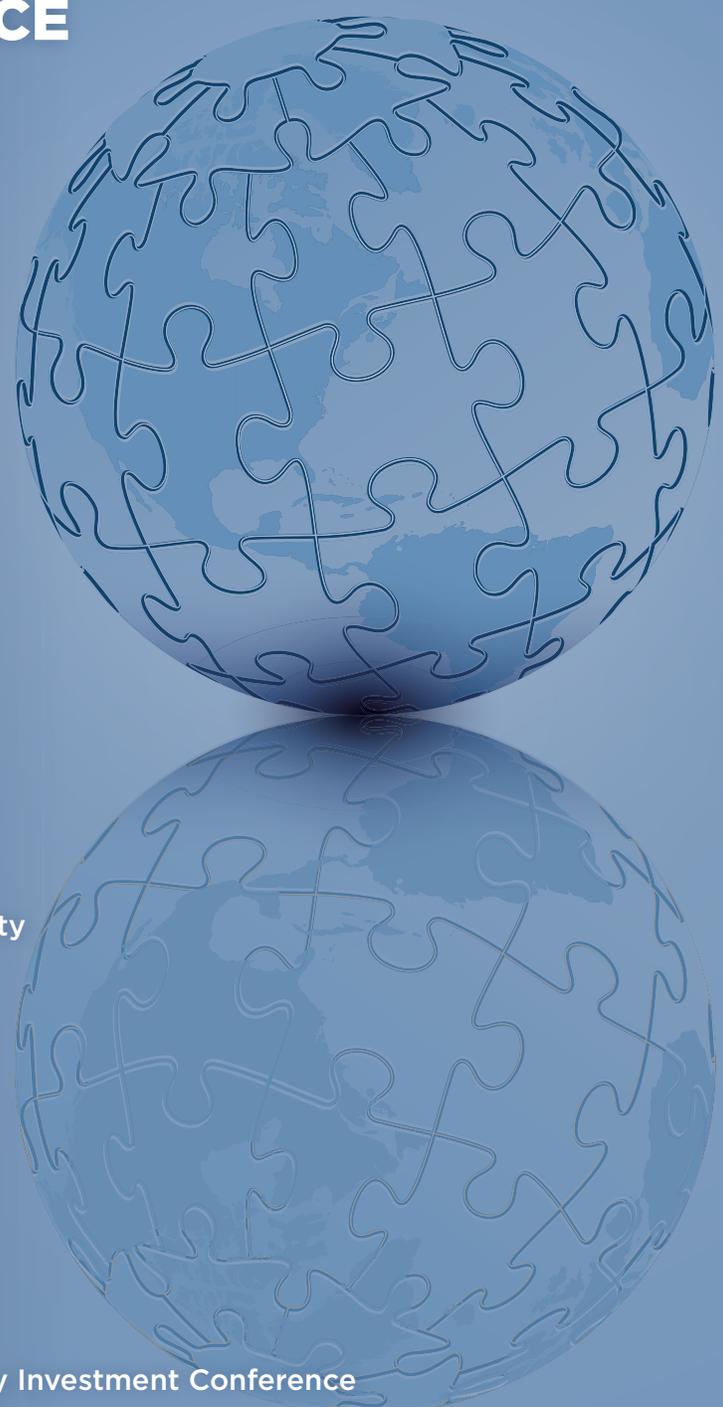
Dean
NYU School of Professional Studies



Conference Coordinator

Dorothy A. Jennings

Executive Vice President, HVS
Conference Coordinator
NYU International Hospitality Industry Investment Conference



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JONATHAN M. TISCH CENTER OF HOSPITALITY



42nd ANNUAL NYU
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FRIDAY, NOVEMBER 6th

11:10 a.m.
WELCOME



Jonathan M. Tisch
Chairman and CEO of Loews Hotels & Co.
and Co-Chairman of the Board of Loews Corporation

11:15 a.m.
**THE CEOS CHECK IN: THE NEW NORM/
AN INDUSTRY UPDATE**

2020 is a year for the record books. Top industry leaders share and compare notes on how this year has unfolded, their current perspectives, their challenges, what they are learning and their expectations for what's next.

MODERATOR:



Kelly Evans
Anchor, *The Exchange* and Co-Ancor, *Power Lunch*,
CNBC

PANELISTS:



Keith Barr
Chief Executive Officer, InterContinental Hotels Group
(IHG)



Sébastien M. Bazin
Chairman and Chief Executive Officer, Accor



David Kong
President and Chief Executive Officer, BWH Hotel Group



Christopher J. Nassetta
President and Chief Executive Officer, Hilton



Arne M. Sorenson
President and Chief Executive Officer, Marriott
International, Inc.



Mark S. Hoplamazian
President and Chief Executive Officer, Hyatt Hotels
Corporation



**42nd ANNUAL NYU
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MONDAY, NOVEMBER 9th

2:00 p.m.

POLICY MATTERS: WHAT LODGING NEEDS TO KNOW NOW ABOUT PUBLIC POLICY

The economic and societal stresses of the global pandemic have underscored more sharply than ever how public policy directly impacts the lodging and travel industries, including you, your business and your associates. The issues are manifold, touching not only on immigration, labor, and workplace safety, but also, now, on aid, basic travel mobility, and hygiene. Hear about the hot-button policy issues from the individuals who are not only leading the national dialogue, but who are also leading the organizations that most directly influence Washington.

MODERATOR:



Jonathan M. Tisch

Chairman and CEO of Loews Hotels & Co. and Co-Chairman of the Board of Loews Corporation

PANELISTS:



Andy Ingraham

President, Founder and Chief Executive Officer, National Association of Black Hotel Owners, Operators & Developers



Chip Rogers

President and Chief Executive Officer, AHLA



Cecil P. Staton

President and Chief Executive Officer, AAHOA



Roger Dow

President and Chief Executive Officer, U.S. Travel Association

3:00 p.m.

**NYU TISCH CENTER ALUMNI PANEL:
A VIEW FROM THE FRONT LINES: STEPS HOTEL OWNERS ARE TAKING TO PIVOT TOWARD RECOVERY**

The challenges facing the hospitality industry now are not only myriad but changing quickly. Often the best insights come from the front-line experts, and this panel brings together the best of such experts who will offer insights on the most pressing issues: what is happening to hotel values, how owners are evaluating the decision to open or stay closed, how the mix of operating cost reductions and safety-related enhancements are affecting break even levels. This session will provide fast-paced but detailed insights into key hospitality industry issues.

MODERATOR:



Sean Hennessey

Assistant Professor, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality

PANELISTS:



John Paulsen

Vice President, Hotel Asset Value Enhancement, hotelAVE



Steen Petri

Senior Vice President, Investments, HEI Hotels & Resorts



Evan Weiss

Chief Operating Officer, Principal, LW Hospitality Advisors



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TUESDAY, NOVEMBER 10th

1:00 p.m.

**CEOS' THINK TANK: CHALLENGES AND OPPORTUNITIES
LODGING BRANDS FACE NOW, AND HOW STRONG
LEADERS ARE ADDRESSING BOTH**

In the midst of the unprecedented pressures that this year has brought, how have the brands adapted? Top leadership from the brand side of the business shares what is being done, what is being learned, and what we can expect next.

MODERATOR:



Rick Ross

Chair, Global Hotels and Leisure, Dentons

PANELISTS:



Jim Alderman

Chief Executive Officer, Radisson Hotel Group, Americas



Geoff Ballotti

President and Chief Executive Officer, Wyndham Hotels & Resorts



Patrick Pacious

President and Chief Executive Officer, Choice Hotels International



Bruce Haase

President and Chief Executive Officer, Extended Stay America

2:00 p.m.

**OPERATIONAL EXCELLENCE IN HOSPITALITY OPERATIONS:
TODAY AND TOMORROW**

The pandemic will resolve in time, but, between it and new technology, hospitality businesses are unlikely to revert to old operational paradigms. Significant changes in the hospitality operations started prior to this year's events, but the pace of those changes have accelerated and will continue to evolve in the years to come—and in real time. Hear these experts weigh in on changing travel patterns, the advent of big data, emerging technologies, changes in labor models, evolving food & beverage trends, and how these exigencies are all spelling out a new future for hospitality.

MODERATOR:



Sean Hennessey

Assistant Professor, NYU School of Professional Studies, Jonathan M. Tisch Center of Hospitality

PANELISTS:



Jenny Lucas

Senior Vice President, Operations, Loews Hotels & Co.



Jonathan Segal

Executive Chairman, The ONE Group Hospitality



Jay Stein

Chief Executive Officer, Dream Hotel Group



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WEDNESDAY, NOVEMBER 11th

1:00 p.m.
FINANCIALLY SPEAKING: IREFAC INSIDERS

IREFAC is a highly respected industry organization, operating under the AHLA umbrella. When members convene, they discuss the latest deals, industry occurrences, and trends. Many IREFAC participant firms provide funding that enables deals to come to fruition. This session affords Conference attendees an “inside look” at an IREFAC meeting.

IREFAC AWARD:



Christopher J. Nassetta
 President and Chief Executive Officer, Hilton

PRESENTERS:



Laurence Geller
 Chairman, Geller Capital Partners



Michael Murphy
 Head of Lodging and Leisure Capital, First Fidelity Companies

CO-MODERATORS:



Jon E. Bortz
 Chairman and Chief Executive Officer, Pebblebrook Hotel Trust



Michael Murphy
 Head of Lodging and Leisure Capital, First Fidelity Companies

PANELISTS:



Mark W. Elliott
 President, Hodges Ward Elliott



Kevin J. Jacobs
 Chief Financial Officer and President, Global Development, Hilton



Christopher J. Jordan
 Executive Vice President, Wells Fargo



Michael G. Medzigian
 Chairman and Chief Executive Officer, Watermark Lodging Trust, Inc.



Gilda Perez-Alvarado
 Chief Executive Officer, Americas, JLL Hotels & Hospitality

2:00 p.m.
THE MONEY MACHINE: DEBT AND EQUITY LEADERS SHARE PERSPECTIVES ON WHAT EVERYONE WANTS TO KNOW - WHERE IS THE MONEY NOW, AND HOW DO YOU GET SOME?

The 4-way intersection between the hotel capital stack, brand, operations, and guest experience has always been complex. And now it is so even more. Hear these leaders’ thoughts on navigating it in these times: where can you go, where should you stop, and where must you proceed with caution?

MODERATOR:



Jeffrey A. Horwitz
 Senior Partner, Proskauer

PANELISTS:



Mitesh Shah
 Chief Executive Officer and Senior Managing Principal, Noble Investment Group



Dilip Petigara
 Chief Executive Officer, Access Point Financial



R. Tyler Morse
 Chairman and Chief Executive Officer, MCR



Michael D. Bluhm
 Managing Director, Global Head of Gaming & Lodging, Morgan Stanley-Investment Banking



Sean M. Dell’Orto
 Executive Vice President and Chief Financial Officer, Park Hotels & Resorts



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THURSDAY, NOVEMBER 12th

1:00 p.m. THE FUTURE OF EVENTS AND TRAVEL: ARE WE THERE YET?

Society, work life, and home life have changed remarkably in a short period of time this year. As we continue to adapt, how will these changes play out in the travel and lodging space? Underlying the immediate exigencies of the pandemic is the unwavering march forward of new technology and new players in the travel field. Will new tech and these new players save us or change us? Will they tether us or free us? What is going to change about how we travel right now, and in the years after right now?

MODERATOR:



Jeffrey Weinstein Editor in Chief, HOTELS

PANELISTS:



David A. Adler Chairman and Founder, Bizbash



Caryn Seidman-Becker Chairman and Chief Executive Officer, CLEAR



Fred Dixon President and Chief Executive Officer, NYC & Company



Ariane Gorin President, Expedia Business Services

2:00 p.m. STATISTICALLY SPEAKING: KEEP CALM AND DO THE MATH

“Keep Calm and Do the Math” rings true this year more than ever. Hear from two of the top industry research and consultation specialists about the numbers behind 2020, and what history tells us we can expect next.

MODERATOR:



Robert M. Mandelbaum Director of Research Information Services, CBRE Hotels Research

PANELISTS:



Amanda W. Hite President, STR



Stephen Rushmore, Jr. President and Chief Executive Officer, HVS



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SPEAKER BIOS



David Adler
Chairman and Founder
BizBash

David Adler, chairman and founder of BizBash, the trade media for the event industry, is a veteran media, publishing, PR, marketing, and event industry entrepreneur. He also is an event industry keynote speaker and columnist, as well as the host of GatherGeeks. He believes that event organizers of all types need to be “high-performance collaboration artists,” and he founded BizBash in 2000 to further that cause. The company has grown to be the largest B2B media company for the events industry, with more than 2.5 million user sessions annually. In December 2019, Adler sold 80 percent of the company to Tarsus, the third-largest global exhibition company as a part of its Connect Group. Previously, Adler was VP of corporate communications for the publishing firm, Macmillan, and the magazine publishing giant, Primedia. Following graduation from college, Adler founded the society magazine, *Washington Dossier*, which was sold after 14 years of operation, and he became the VP of passion branding/cause marketing for Cone Communications, where he worked for such clients as Avon, FTD, the John F. Kennedy Library, Reebok, and Polaroid.



Jim Alderman
Chief Executive Officer, Americas
Radisson Hotel Group

Jim Alderman is the chief executive officer, Americas for Radisson Hotel Group and is based in the company’s US headquarters in Minnetonka, Minnesota. Alderman is responsible for the corporate offices and more than 680 hotels in the company’s portfolio throughout the Americas. He also is a member of the US Board of Directors for Radisson Hotel Group.

With more than 34 years of experience in hospitality real estate, Alderman has an extensive background in hotel and restaurant development, private equity fund investment, management contracts, franchises, public/private partnerships, and investor relations. Most recently, he served as executive vice president for Extended Stay America (ESA), where he was instrumental in driving the company’s franchising strategy. In just 18 months, he took ESA from zero to 150 franchise deals. He was responsible for ESA’s next-generation product through new construction and franchise sales, asset management of the existing real estate portfolio, acquisitions and dispositions, and future redevelopment.

Alderman joined ESA from Kimpton Hotels, where he was the chief development officer. Prior to joining Kimpton, he held various senior leadership positions with Wyndham, Starwood Capital, IHG, and Ernst & Young.

Throughout his career, Alderman has been involved in the acquisition, development, joint venture, and financing of more than \$15 billion of hotel real estate projects globally. He has helped to guide the strategy and branding of hundreds of hotel projects, from limited service and extended stay to independent boutiques and ultra-luxury properties with branded residential components.

He earned his bachelor of science in real estate from Florida State University. He is a member of the Center for Real Estate Education and Research Executive Board at Florida State University.



Geoff Ballotti
President and Chief Executive Officer
Wyndham Hotels & Resorts

Geoff Ballotti is the president and chief executive officer of Wyndham Hotels & Resorts, the world’s largest hotel franchisor with more than 9,200 hotels across 20 iconic brands in 80 countries united by the award-winning loyalty program, Wyndham Rewards. Under his leadership, Wyndham Hotels & Resorts makes hotel travel possible for all.

In 2018, Ballotti led the company’s journey to a pure-play hotel company with its spin-off from parent Wyndham Worldwide and stewarded its acquisition of La Quinta, the largest acquisition in the company’s history. Under his leadership, Wyndham commands a leading presence in both the economy and midscale segments of the lodging industry with two of the top three brands in each segment.

First joining Wyndham Worldwide in 2008, Ballotti previously served as president and chief executive officer of Wyndham Exchange & Rentals, the global leader in vacation exchange and the world’s largest professionally managed vacation rentals destination business across Europe and the United States.

Prior to joining Wyndham, Ballotti spent nearly 20 years in various leadership positions at Starwood Hotels & Resorts Worldwide both in the US and in Europe, including as president of Starwood North America where he led the 65,000 associates of the owned, managed, and franchised St. Regis, Luxury Collection, Westin, Le Meridien, W, and Sheraton hotel brands. In Europe, he served as managing director, Ciga SpA, Italy, which operated such storied hotels as The Gritti Palace and Hotel Danieli in Venice. Earlier in his career, he was a banking officer in the Commercial Real Estate Group at the Bank of New England.

Ballotti serves as immediate past chair of the American Hotel & Lodging Association Board of Directors. He previously served as chairman of the U.S. Travel Association and on the executive committee of the American Resort Development Association. He also served on the board of directors for Christel House International, a not-for-profit organization that supports impoverished children throughout the world. Ballotti holds a bachelor’s degree from Colby College and a master’s degree from Harvard Business School.



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Keith Barr
Chief Executive Officer
IHG

Keith Barr has been chief executive officer of IHG since July 2017. He is responsible for implementing IHG's strategy for high-quality growth and generating industry-leading value creation for hotel owners, operators, and shareholders. This strategy focuses on strengthening

a diverse portfolio of differentiated brands, building scale in key markets, creating lifetime guest relationships, and delivering highly profitable revenues to hotels.

Barr has spent more than 25 years working in the hospitality industry across a wide range of roles, having started his career in hotel operations. He has been a member of IHG's executive committee since April 2011 and served as chief commercial officer (CCO) for four years before being appointed CEO. Prior to his role as CCO, Barr spent four years as CEO of IHG's Greater China business, where under his leadership, IHG achieved outstanding results and helped set the foundations for growth in a key market.

Barr joined IHG in 2000 and subsequently held a number of senior positions in IHG's Americas and former Asia, Middle East and Africa (AMEA) regions. He was previously vice president of operations for midscale brands in North America; vice president of operations for the Holiday Inn brand in North America; and chief operating officer for Australia, New Zealand, and South Pacific.

Prior to joining IHG, Barr held several senior positions at Bristol Hotels & Resorts, which was acquired by IHG in 2000. Barr is a non-executive director of Yum! Brands. He also sits on the board of WiHTL (Women in Hospitality, Travel & Leisure). He is a graduate of the Cornell University School of Hotel Administration and is currently a member of its Dean's Advisory Board.



Sébastien Bazin
Chairman and CEO
Accor

After five years working in several financial positions in New York, San Francisco, and London, Sébastien Bazin was appointed CEO of Hottinguer Rivaud Finances, an investment bank, in 1990, and then CEO of L'Immobilière Hôtelière, a hotel developer in France, in

1992. In 1997, he moved to Colony Capital, a private real estate investment firm, to head its European branch and to lead several acquisitions, principally in the hospitality sector (Générale des Eaux, Club Méditerranée, Lucien Barrière, Fairmont & Raffles, Buffalo Grill, Château Lascombes, Stadia Consulting, and others).

Bazin joined the Accor Board of Directors in 2005, and via Colony Capital, he became a Paris Saint-Germain Football Club shareholder in 2006 and the club's chairman in 2009.

In August 2013, Bazin resigned from his duties at Colony Capital and was appointed chairman and CEO of Accor.

Bazin has served as chairman of the Théâtre du Châtelet Board of Directors since 2015 (and a board member since 2013), as vice-chairman of the Gustave Roussy Foundation's Supervisory Board, and as a member of the GE Board of Directors since 2016.



Michael Bluhm
Managing Director, Investment Banking
Morgan Stanley

As a managing director of investment banking at Morgan Stanley, Michael Bluhm is responsible for capital raising and financial advisory services to the real estate industry. Additionally, he is head of Morgan Stanley's global gaming and lodging practice. Throughout his career,

he has been involved in more than \$150 billion of public and private debt, equity, and equity-linked offerings, as well as a range of merger, acquisition, and restructuring assignments, primarily with publicly traded companies. For the period of 2017 through 2019, Bluhm stepped down at Morgan Stanley to take the role of EVP, CFO, and head of strategy at Host Hotels & Resorts, an S&P 500 company and the largest owner of hotels in the United States. Bluhm returned to Morgan Stanley earlier this year. He is an active member of The Real Estate Roundtable, Nareit, and AHLA, including an elected role on IREFAC.



Jon E. Bortz
Founder, Chairman, and Chief Executive Officer
Pebblebrook Hotel Trust

Jon E. Bortz is founder, chairman, and chief executive officer of Pebblebrook Hotel Trust, a leading multi-tenant, multi-operator real estate investment trust (REIT) that was formed and went public in late 2009. Prior to forming Pebblebrook Hotel Trust, Bortz served as

chairman and chief executive officer of LaSalle Hotel Properties, a company he founded in early 1998. Previously, Bortz was chairman of the board and CEO of LaSalle Hotel Advisors, a division of Jones Lang LaSalle, and founded LaSalle's Hotel Group in 1993, and as president, he oversaw all of LaSalle's hotel investment and development activities. From January 1995, as managing director of LaSalle's Investment Advisory division, Bortz was responsible for certain East Coast development projects, including the redevelopment of the historic Grand Central Terminal in New York City. From January 1990 to January 1995, he served as senior vice president of LaSalle's Investment division, with responsibility for East Coast development projects and workouts. Bortz originally joined LaSalle Partners (now Jones Lang LaSalle) in 1981. Bortz is co-author of *The Dow Jones-Irwin Guide to Real Estate Investing*, revised second edition, 1982.

Bortz currently serves on the Federal Realty Investment Trust Board of Trustees, Nareit Advisory Board of Governors, AHLA Board of Directors (as chair) and steering committee, and Industry Real Estate Financing Advisory Council (IREFAC). Bortz holds a BS in economics from The Wharton School, University of Pennsylvania.



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Sean M. Dell'Orto Executive Vice President, Chief Financial Officer, and Treasurer Park Hotels & Resorts

Sean M. Dell'Orto serves as executive vice president, chief financial officer, and treasurer of Park Hotels & Resorts. Dell'Orto served most recently as senior vice president and treasurer of Hilton Worldwide Holdings, from

September 2012 until November 2016. Dell'Orto previously served as vice president of corporate finance of Hilton from February 2010 until September 2012. During his tenure at Hilton, he also served as chairman of Hilton's Global Benefits Investment Committee. Prior to his time at Hilton, he served as senior vice president and chief financial officer for Barceló Crestline Corporation and as vice president and treasurer of Highland Hospitality Corporation.

Dell'Orto earned a bachelor of science from the University of Virginia and a master of business administration from The Wharton School, University of Pennsylvania.



Fred Dixon President and CEO NYC & Company

Fred Dixon is president and CEO of NYC & Company, New York City's official destination marketing organization. With more than 29 years of experience in the travel industry, Dixon has the overall responsibility of developing and implementing New York City's tourism and con-

vention development strategy internationally and in domestic leisure and business markets. At NYC & Company, he has built a sales and marketing team that is at the core of the organization's strategy to increase visitation and economic impact across the city.

Dixon oversees 17 global offices comprising sales, marketing, and press professionals in diverse feeder markets from Australia to the UK, China to Mexico, and India to Brazil.

Dixon is a respected leader with positions on travel industry association boards and committees, including the US Department of Commerce Travel and Tourism Advisory Board, the New York Convention Center Operating Corporation Board of Directors, and Tourism Cares Board of Directors. He also is a member of the U.S. Travel Association Executive Committee, Board of Directors, and IPW Planning Committee and serves as co-chair of its Meetings Mean Business Coalition.



Roger Dow President and CEO U.S. Travel Association

Roger Dow is president and CEO of U.S. Travel Association, the Washington, DC-based organization representing all segments of travel in America. U.S. Travel's mission is to increase travel to and within the United States.

As the leading travel industry advocate, Dow and his team regularly meet with executive branch and congressional leaders to advance policies that benefit the broader travel industry. His efforts have resulted in major legislative victories, including his instrumental role in establishing and renewing Brand USA, the highly effective national travel and tourism promotion program. Dow and U.S. Travel also are leaders of the Meetings Mean Business Coalition, which promotes and defends the value of face-to-face business meetings, trade shows, conferences, and conventions.

U.S. Travel provides the industry unrivaled research and analysis and holds renowned annual events, such as IPW, the leading international inbound travel trade show, and ESTO, the premier learning and knowledge-sharing forum for destination marketing professionals. Most recently, Dow launched The Dow Report, a regular video series that features conversations with prominent CEOs from across all segments of the industry about their leadership and insights during the coronavirus pandemic.

For his efforts to unify the travel industry and increase its effectiveness on Capitol Hill, Dow has been the recipient of multiple honors, including the 2018 Meeting Planners International (MPI) Industry Leader Award. Dow has served on the boards of ASAE, GWSAE, the MPI Foundation, PCMA, RE/MAX International, The Travel Institute, and the Chamber of Commerce Committee of 100, among others.

Prior to joining U.S. Travel in 2005, Dow spent 34 years at Marriott International, rising to senior vice president of global and field sales. Dow served in the United States Army with the 101st Airborne Division in Vietnam, for which he received the Bronze Star and other citations. He earned a bachelor of science from Seton Hall University, which honored him as its 2012 Most Distinguished Alumnus. In addition, he holds an honorary degree from Johnson & Wales University.



Mark W. Elliott President Hodges Ward Elliott

Mark W. Elliott, president of Hodges Ward Elliott (HWE), joined the firm in 1983. HWE has sold more hotels corporately, and Elliott has sold more hotels than any other individual in the United States. In the last 28 years, he personally has sold or financed more than 1,500

hotels, in excess of 300,000 rooms, with a dollar volume of approximately \$53 billion.

Elliott is a past co-chairman of the Industry Real Estate Financing Advisory Council (IREFAC), and he is mentioned annually as the leading hotel broker by Real Estate Forum magazine and Commercial Property News. He has written articles for The Real Estate Finance Journal, has authored a chapter in the Hotel Investment Handbook, and has been quoted in The Wall Street Journal as a lodging industry expert. Elliott has been the recipient of the prestigious ALIS Jack A. Shaffer Financial Advisor of the Year award and the IREFAC C. Everett Johnson Award. He also has been a speaker at Harvard Business School.



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Kelly Evans

Anchor, *The Exchange*, and Co-Ancor, *Power Lunch*
CNBC

Kelly Evans is anchor of CNBC's *The Exchange*, the newsroom-based program for today's investor. She also is co-anchor of CNBC's *Power Lunch*, which broadcasts from the network's headquarters in Englewood Cliffs, New Jersey.

She joined the network in February 2012 as an on-air correspondent, reporting across CNBC's Business Day programming. Evans was most recently co-anchor of CNBC's *Closing Bell* and earlier *Squawk on the Street* and *Worldwide Exchange* based in London.

Prior to CNBC, Evans was an economics reporter and "Heard on the Street" columnist for *The Wall Street Journal*. She also hosted the daily *News Hub* program on WSJ.com. Evans joined *The Wall Street Journal* in 2007 after graduating magna cum laude with a bachelor's degree from Washington & Lee University in Lexington, Virginia.



Laurence S. Geller

Chairman and Chief Executive Officer
Geller Capital Partners

Laurence S. Geller, CBE, is currently chairman and CEO of Geller Capital Partners. He also is founder and chairman of Innovative Aged Care, the UK's pioneer in high-end dementia care residential facilities. Geller is an accomplished businessman and entrepreneur who has led

multinational corporations in the hospitality industry, most recently as president and CEO of Strategic Hotels & Resorts, a company he founded in 1997. Prior to Strategic, Geller was chairman of Geller & Co., a gaming, tourism, and lodging advisory company that he founded in 1989. Previously, Geller held positions as executive vice president and chief operating officer of Hyatt Development Corporation, senior vice president of Holiday Inn, and director of Grand Metropolitan Hotels in London.

Geller serves on the board of Michels & Taylor (London). He is co-founder and has held the position of chairman of the Industry Real Estate Financing Advisory Council (IREFAC) of the American Hotel & Lodging Association for six non-consecutive two-year terms. Geller serves on the boards of Choose Chicago, Children's Memorial Hospital, and the American Jewish Committee. He is chairman of the Chicago Chapter of the British-American Business Council. Geller also is chairman of the International Churchill Society Board of Trustees and is the founder of the National Churchill Library and Center located in Washington, DC.

Geller is a graduate of Ealing Technical College's School of Hotel Management and Catering, and in May 2011, he was appointed chancellor of the University of West London, the successor to Ealing Technical College, which houses the London Geller College of Hospitality and Tourism. On December 31, 2011, Geller was named a Commander of the Order of the British Empire (CBE) by Her Majesty Queen Elizabeth II.



Ariane Gorin

President
Expedia Business Services

Ariane Gorin is group president of Expedia Business Services, which includes Expedia Partner Solutions and Egencia Corporate Travel. Expedia Partner Solutions leverages the best of Expedia Group's partner-facing API and template products with a laser focus on B2B,

powering thousands of partners around the world. Egencia has been the corporate travel arm of Expedia Group since 2004 and joined Expedia Business Services in 2019.

Gorin joined Expedia in 2013 as vice president of market management for EMEA and led the EMEA team in rapidly expanding the hotel network in the region. Prior to joining Expedia, Gorin spent 10 years at Microsoft in various sales, distribution, and marketing roles. Before joining Microsoft, she was a consultant with the Boston Consulting Group, both in San Francisco and in Paris.

Gorin earned an MBA from the Kellogg School of Management at Northwestern University and a BA in economics from the University of California, Berkeley. She currently serves on the board of directors of the Adecco Group and on the advisory council of the Royal Philharmonic Orchestra in London.



Bruce N. Haase

President and Chief Executive Officer
Extended Stay America

Bruce N. Haase has served as chief executive officer, president, and director of Extended Stay America since November 2019; as chief executive officer and president of the Extended Stay Hospitality (ESH) REIT since November 2019; and as director of ESH REIT since April

2018. From 2014 to 2016, Haase was the chief executive officer of WoodSpring Hotels, a leading economy extended-stay lodging brand. Haase led the design, launch, and franchising of the WoodSpring Suites brand, including the conversion of properties from the company's Value Place brand. Haase previously served in a series of executive positions with Choice Hotels International, including executive vice president, global brands, marketing and operations (2008-2012); senior vice president, domestic brand operations and international division (2007-2008); senior vice president, international division (2000-2007); and vice president, finance and treasurer (2000). Prior to joining Choice, Haase held a series of positions with The Ryland Group, Caterair International, Marriott, and Goldman Sachs. Haase has extensive experience in extended-stay lodging, operations, strategic planning, franchise, and brand development.



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Sean Hennessey
Clinical Assistant Professor
NYU School of Professional Studies Jonathan
M. Tisch Center of Hospitality

Sean Hennessey has taught hospitality accounting, finance, and development courses at the NYU School of Professional Studies for more than 20 years. He also is a principal with Lodging Advisors, a firm that he founded in

2004. Hennessey began his career in daily operations with companies such as Marriott and Walt Disney World and at numerous restaurants.

Hennessey is co-chair of the Lodging Industry Investment Council and past chairman of the International Society of Hospitality Consultants. He has appeared on CNN, MSNBC, National Public Radio, and Bloomberg News, and he been quoted by *The Wall Street Journal*, *Barron's*, and *The New York Times*. He has contributed chapters to the third and fifth editions of *Hotel Investments: Issues and Perspectives* and to the second edition of *Hotel Asset Management*, all published by the American Hotel & Lodging Association.

Hennessey has a BA in hotel administration from Cornell University and an AS in culinary arts from Johnson & Wales University. He also has earned the MAI designation from the Appraisal Institute.



Amanda W. Hite
President
STR

Amanda W. Hite, STR's president since 2011, oversees the company's business activities and overall direction. Under Hite's leadership, STR has experienced substantial growth in its global presence, client base, data coverage, and revenue. Her time with the company also has resulted in several significant milestones, including

the 2016 unification of STR's global brands and the implementation of a number of key industry deliverables. Additionally, Hite led STR through the company's acquisition by CoStar Group in late 2019.

Hite is a member of the American Hotel & Lodging Association Board of Directors and its Women in Lodging Executive Council, the U.S. Travel Association, and the Forward Sumner Economic Partnership Board of Directors. She also serves as a member of the Travel and Tourism Advisory Council for the Federal Reserve Bank of Atlanta and on the Industry Advisory Board of the Auburn University Hospitality Management Program.

Prior to joining STR in 2006, Hite was the director of research for the Nashville Area Chamber of Commerce. Among her accolades, Hite has been included on the 30 Influential Women in Hospitality and the 40 Under 40 Emerging Leaders lists.

She is a graduate of Birmingham-Southern College with a BS in business administration. She resides in Hendersonville, Tennessee.



Mark S. Hoplamazian
President and Chief Executive Officer
Hyatt Hotels Corporation

Mark S. Hoplamazian was appointed to Hyatt Hotels Corporation's board of directors in November 2006 and subsequently named president and chief executive officer in December 2006. Prior to his present position, Hoplamazian served as president of The

Pritzker Organization (TPO), the principal financial and investment adviser for Pritzker family business interests. During his 17-year tenure with TPO, he served as adviser to various Pritzker family-owned companies, including Hyatt Hotels Corporation and its predecessors. He previously worked in international mergers and acquisitions at the First Boston Corporation in New York.

In January 2020, Hoplamazian assumed the role of vice chair of the board of Brand USA. Hoplamazian also was named vice chair of the American Hotel & Lodging Association (AHLA) Board of Directors in 2020. He serves on the VF Corporation Board of Directors, the executive committee of the World Business Chicago Board of Directors, and the boards of trustees of the Aspen Institute and the Latin School of Chicago. Hoplamazian is a member of the World Travel & Tourism Council and the Commercial Club of Chicago. He also is a member of the Discovery Class of the Henry Crown Fellowship.



Jeffrey A. Horwitz
Partner and Co-Head, Private Equity Real Estate
and Hospitality, Gaming & Leisure Groups
Proskauer

Jeffrey A. Horwitz is a partner in Proskauer's Corporate Department, where he co-heads the Private Equity Real Estate practice and runs the firm's internationally recognized Hospitality, Gaming & Leisure Group. He also has served as co-head of mergers and acquisitions and as

a member of Proskauer's executive committee. Horwitz is a general corporate and securities lawyer with broad-based experience in mergers and acquisitions, cross-border transactions, and long-term joint ventures. He regularly is engaged to advise boards, management teams, and investors on strategic matters, from litigation to personnel to transactions. He also is the head of the firm's cross-disciplinary, cross-jurisdictional Coronavirus Taskforce, helping to shape the guidance and next steps for clients impacted by the pandemic.

Horwitz counsels clients on the full range of their activities, from seed capital to public offerings, acquisitions, and operational matters, often acting as outside general counsel. He regularly represents major financial institutions, sovereign wealth funds, private equity, and family offices in sophisticated financial and other transactions. He has handled deals aggregating more than \$200 billion in value, including tender offers, "going-private" transactions, IPOs, restructuring and structured finance transactions, and mergers and acquisitions in industries as diverse as biotechnology and aerospace, retail and cable television, and education and scrap metal. He regularly handles transactions outside the United States, including Europe, the Middle East, Asia, Latin America, Australia, South Africa, and India.

Leading Proskauer's Private Equity Real Estate Group, Horwitz works with a team of 75 lawyers from across the firm advising on complex transactions and disputes relating to real estate, and particularly lodging. As co-head of the firm's Hospitality, Gaming &



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Leisure Group, he has handled virtually every type of matter and has worked with virtually every major player in these industries, including transactions for nearly 3,500 hotels comprising more than 275,000 rooms and involving more than \$12 billion. Horwitz's experience, both in and outside the US, extends to hotel and casino development and construction, portfolio and single-property acquisitions, sales and restructurings, financings, management, marketing, reservations systems, litigation counseling and strategic planning, and ancillary services. This breadth of work is key to executing complex and sophisticated transactions for clients such as Accor, Dilmun, The Friedkin Group, Fortress, Gehr Hospitality, The Witkoff Group, and Yucaipa, among others.



Andy Ingraham
President, CEO, and Founder
National Association of Black Hotel Owners,
Operators & Developers (NABHOOD)

Andrew "Andy" Ingraham is a current resident of Broward County, Florida, and a native of Nassau, Bahamas. He has fused culture and commerce throughout his professional life. He came to the United States in 1972, interested in

becoming an entrepreneur and establishing a business in the US. He has more than 28 years in the travel and tourism industry, developing specific expertise in multicultural and Caribbean tourism.

Ingraham first started by marketing South Florida's merchandise and services to the Caribbean islands. He launched Horizons Marketing Group International, his first company, in Fort Lauderdale, Florida. The focus of his company was to provide car rental, hotel, and flight packages for Caribbean travelers to South Florida. As president/CEO of Horizons International Group, Ingraham has been instrumental in expanding its marketing and public relations, with special emphasis on African American and multicultural tourism. Horizons created a number of programs for international, domestic, and Caribbean destinations. He also has worked with many clients to create conferences, including the Vibe Music Conference, FUBU, Impact, and Revolt Music Conference. He was responsible for recruiting the American Tennis Association (ATA) to Fort Lauderdale and the Acapulco Black Film Festival to Miami when it changed the name to the American Black Film Festival.

Later, Ingraham saw the opportunity for multicultural tourism and began searching for ways hotels could cater to a more diverse population. In 1999, he founded the National Association of Black Hotel Owners, Operators & Developers (NABHOOD), which was officially incorporated in 2001. He is president and CEO of NABHOOD, whose mission statement is "to increase the number of African Americans developing, managing, operating, and owning hotels." He has created partnerships with many hotel brands, including Marriott, Hilton, Choice, Starwood, Wyndham, IHG, Best Western, La Quinta, and others, with the purpose to grow African American ownership. Today, NABHOOD members have more than 1,000 hotels both domestically and internationally, and that number is expected to increase to more than 1,500 hotels in the next five years.



Kevin J. Jacobs
Chief Financial Officer and President, Global
Development
Hilton

Kevin J. Jacobs is chief financial officer and president, global development, for Hilton, and he leads the company's finance, real estate, development, and architecture and construction functions globally. Jacobs joined the company

in 2008 as senior vice president of corporate strategy, was elected treasurer in 2009, was appointed executive vice president and chief of staff in 2012, assumed the role of chief financial officer in 2013, and added the role of president of global development in 2020.

Prior to Hilton, Jacobs was senior vice president, mergers and acquisitions, and treasurer of Fairmont Raffles Hotels International. Prior to Fairmont Raffles, Jacobs spent seven years with Host Hotels & Resorts, ultimately serving as vice president, corporate strategy and investor relations. Prior to Host, Jacobs had various roles in the Hospitality Consulting Practice of PwC and the Hospitality Valuation Group at Cushman & Wakefield.

Jacobs is a member of the Cornell University Council and the Cornell University School of Hotel Administration Dean's Advisory Board; a member of the executive committee of the American Hotel & Lodging Association and of its Industry Real Estate Financing Advisory Council (IREFAC); a trustee and member of the executive committee of the Federal City Council; and a trustee and chair of the audit committee of Holton-Arms School. He also serves on the Goodwill of Greater Washington Board of Directors and is involved with several other charitable and civic organizations, including the Colorectal Cancer Alliance and the Trust for the National Mall.

Jacobs is a graduate of the Cornell University School of Hotel Administration.



Christopher J. Jordan
Executive Vice President, Commercial Real
Estate Group
Wells Fargo

Christopher J. Jordan is an executive vice president within Wells Fargo's Commercial Real Estate Group. He oversees specialty real estate finance—a collection of business units that focus exclusively on a single property sector.

The sector-focused lending units include hospitality finance, seniors housing finance, manufactured home communities, and data center finance. Clients include leading private owner/operators, institutional investors, real estate and infrastructure-focused private equity funds, and public REITs and C corporations.

Jordan earned a BA, cum laude, from Duke University's Trinity College of Arts & Sciences and an MBA from Duke's Fuqua School of Business. He is a member of the American Hotel & Lodging Association's Industry Real Estate Financing Advisory Council (IREFAC) and Hospitality Investment Roundtable and the Duke University Annual Fund Advisory Board.



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David Kong
President and CEO
Best Western Hotels & Resorts

David Kong is the longest-running CEO of the top 10 major global hotel chains. Since he was named president and CEO of Best Western Hotels & Resorts in 2004, Kong has led the company to its greatest growth to date. Most recently, he led the acquisition of WorldHotels,

a luxury hotel collection, to expand Best Western Hotels & Resorts' portfolio to 17 brands across every chain scale segment.

Under Kong's leadership, Best Western Hotels & Resorts has become a frontrunner in innovation, being named one of the top 10 "World's Most Innovative Companies" by *Fast Company* in 2018. Kong's dedication to innovation was further honored in 2019 when both *Hotel Interactive* and *Guest Magazine* named Kong "Innovator of the Year."

His career includes serving as executive vice president of international operations, senior vice president of marketing and development, and senior vice president of strategic services and operations. Prior to Best Western Hotels & Resorts, Kong held leadership positions with KPMG, Hyatt, Omni, and Hilton. A long-time, active member of the American Hotel & Lodging Association (AHLA), Kong served as its chairman in 2010, its centennial year. Kong continues to serve on the executive committee and board of trustees of the AHLA Education Foundation. In 2010, Kong was appointed to the US Department of Commerce Travel and Tourism Advisory Board, on which he served for three years.

Kong received the Lifetime Achievement Award from the Hospitality Sales & Marketing Association International (HSMIA) in 2014 and the 2013 Stephen W. Brener Silver Plate Award at the NYU International Hospitality Industry Investment Conference for his contributions to the resurgence of Best Western and his services to the industry. Kong also was inducted into the University of Hawai'i Hall of Honor in 2013.

Kong completed the Executive Development Program at the Kellogg Graduate School of Management at Northwestern University, and he earned a bachelor's degree in business administration from the School of Travel Industry Management at the University of Hawai'i.



Jenny Lucas
Senior Vice President, Operations
Loews Hotels & Co.

In her leadership position at Loews Hotels & Co., Jenny Lucas is known as a supportive collaborator and mentor. With a 20-year tenure at Loews, Lucas leverages her roots in hotel operations and her expertise in training, learning, and development for her role as senior vice president, operations for the 27-property hotel company.

At Loews, Lucas has a storied and successful career track, which began in the area of food and beverage. She is the go-to person and resident expert for relaunching, acquiring, and transitioning new hotels into the Loews Hotels network. Often the voice of reason, Lucas has an innate ability to think through processes, procedures, and standards in a logical way, incorporating company, brand, and property points of view.

Her first job out of school was with Stouffer Hotels & Resorts as a management trainee, and she continued with Stouffer through the transition to Renaissance Hotels & Resorts. In 1997, Lucas joined Loews Hotels as director of restaurants at the then-Loews L'Enfant Plaza Hotel in Washington, DC. After eight years in food and beverage management, she jumped at the opportunity to shape and develop a new position as regional director of training for Loews Hotels in the DC/Annapolis area. In 2002, Lucas moved to the corporate headquarters in New York City, where she continues to work today.

Lucas is a graduate of James Madison University with a double major in hotel and restaurant management and French. She sits on the board of two renowned hospitality schools, at James Madison University and Florida International University.



Robert Mandelbaum
Director of Research Information Services
CBRE Hotels Research

Robert Mandelbaum is the director of Research Information Services for CBRE Hotels Research and based in the firm's Atlanta office. Research Information Services produces the annual *Trends* in the Hotel Industry* statistical report, along with customized financial and operational analyses for client projects. On a quarterly basis, CBRE Hotels produces five-year forecasts of performance for six national chain-scales, six national location categories, and 60 major US cities using its proprietary Hotel Horizons® econometric forecasting model.

Mandelbaum began his hospitality industry career with Holiday Inn in Memphis, Tennessee. He started his career with the firm in 1983 in the Memphis office of Pannell Kerr Forster (PKF), where he conducted market and financial feasibility studies and operational analyses for hotel, restaurant, club, and conference center clients. Prior to moving to Atlanta in November 1997, he also worked in PKF's San Francisco office.

Mandelbaum holds a bachelor of science in hotel administration from Cornell University. He serves on the Global Finance Committee, a joint American Hotel & Lodging Association (AHLA) and Hospitality Financial and Technology Professionals (HFTP) committee that is responsible for preparing the Uniform System of Accounts for the Lodging Industry (USALI). A past global president of the Cornell Hotel Society, Mandelbaum authors articles for industry trade publications, guest lectures at college and university hotel school programs, and speaks at industry forums.



Michael G. Medzigian
Chairman and Chief Executive Officer
Watermark Lodging Trust

Michael G. Medzigian is the chairman and chief executive officer of Watermark Lodging Trust (WLT), a publicly registered real estate investment trust. WLT was formed by the merger of Carey Watermark Investors and Carey Watermark Investors 2, both publicly registered real estate investment trusts for which Medzigian served as CEO and director from their inception. Medzigian also is chairman and managing partner of Watermark Capital Partners. He has led some of the world's largest real estate private equity funds and has overseen more than \$17 billion of investments.



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Previously, Medzigian was president and CEO of Lazard Frères Real Estate Investors and, before that, a founding partner of Olympus Real Estate Corporation, the real estate fund management affiliate of Hicks, Muse, Tate & Furst. Earlier in his career, he was president of Cohen Realty Services, was founder and national director of the Hospitality Consulting Practice at Deloitte & Touche, and held various management positions with Marriott Corporation. He has served on numerous public and private boards and is a graduate of Cornell University.



R. Tyler Morse
Chairman and CEO
MCR

R. Tyler Morse is chairman and CEO of MCR. Since co-founding MCR in 2006, Morse has led the company to its position as the fifth-largest hotel owner-operator in the United States. With \$3 billion of assets under management, MCR owns and operates 95 hotels (15,000 guestrooms) located across 76 cities and 29 states.

A Los Angeles native with a lifelong interest in traveling and learning about global cultures, Morse got his start as a baggage handler for Delta Airlines at LAX. That love for adventure also took him to Squaw Valley in Lake Tahoe and to Termas de Chillán in Chile, where he served as a ski instructor. At California's Mammoth Mountain, he was a member of the ski patrol. Off the slopes, he held down jobs as a busboy at the Hard Rock Café in Honolulu, Hawaii, and as a car valet at The Cheesecake Factory in Redondo Beach, California. He cites his variety of life and work experience as a core tenet of being an effective CEO.

Armed with a BS in business administration from the University of California, Berkeley, Morse earned his CPA designation at Ernst & Young and worked as an investment banker at Morgan Stanley in its Financial Sponsors and Mergers and Acquisitions Group. After earning an MBA from Harvard Business School, Morse served as assistant to the chairman and CEO of Starwood Hotels & Resorts, Barry Sternlicht, and contributed to Starwood's overall corporate investment and development initiatives. He also was president of Bliss, the upscale spa and beauty products company based in New York City.

Morse serves on the board of directors of NYC & Company, the convention and visitor arm of New York City. He is a member of the Marriott International Courtyard by Marriott Advisory Board and the Hilton Worldwide Distribution Advisory Committee. He also serves on the board of the NYU School of Professional Studies Jonathan M. Tisch Center of Hospitality and on the Policy Advisory Board for the Fisher Center for Real Estate & Urban Economics at the University of California, Berkeley, Haas School of Business. Morse is an active member of IREFAC, PREA, NAREIT, and The Real Estate Roundtable. He serves as a trustee on the board of Prep for Prep.



Michael Murphy
Head of Lodging and Leisure Capital Markets
First Fidelity Mortgage Corporation

Michael Murphy serves as head of Lodging and Leisure Capital Markets of the First Fidelity Mortgage Corporation. He is chairman of the board of directors of American Hotel Income Properties REIT and a member of the board of directors of Ashford. Previously, he was

lead director of Ashford Hospitality Trust and a director of Ashford Hospitality Prime.

From 1998 to 2002, Murphy served as the senior vice president and chief development officer of ResortQuest International, a public NYSE-listed company. Prior to joining ResortQuest, from 1995 to 1997, he was president of Footprints International, a company involved in the planning and development of environmentally friendly hotel properties. From 1994 to 1996, Murphy was a senior managing director of Geller & Co., a Chicago-based hotel advisory and asset management firm. Prior to that, he was a partner in the real estate investment banking firm of Moeckel Murphy & Co and a partner in Metric Partners, where he was responsible for all hospitality-related real estate matters including acquisitions, sales, and the company's investment banking platform. Murphy served in various development roles at Holiday Inns, Inc. from 1973 to 1980.

Murphy has been co-chairman of the Industry Real Estate Financing Advisory Council (IREFAC) five times. Currently, he serves as president of the Atlanta Hospitality Alliance and as a member of the Radical Innovation Advisory Board. He is the 2014 recipient of the IREFAC C. Everett Johnson Award.



Christopher J. Nassetta
President and CEO
Hilton

Christopher J. Nassetta is president and CEO for Hilton. He joined the company in 2007. Previously, Nassetta was president and CEO of Host Hotels & Resorts beginning in 2000. He joined Host in 1995 as executive vice president and was elected chief operating officer in 1997.

Before joining Host, Nassetta co-founded Bailey Capital Corporation in 1991, where he was responsible for the operations of the real estate investment and advisory firm. Prior to founding Bailey Capital Corporation, he spent seven years at The Oliver Carr Company, ultimately serving as chief development officer. In this role, he was responsible for all development and related activities for one of the largest commercial real estate companies in the mid-Atlantic region.

Nassetta graduated from the University of Virginia McIntire School of Commerce with a degree in finance. He currently serves on McIntire's Advisory Board.



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Patrick Pacious
President and Chief Executive Officer
Choice Hotels International

Patrick Pacious is president and chief executive officer of Choice Hotels International, one of the largest and most successful lodging franchisors in the world. Throughout his nearly 15 years of leadership in increasingly senior roles at Choice, Pacious has led enterprise-wide

technology transformation initiatives, revitalized legacy brands, launched new brands, and acquired a brand that is the fastest growing in its segment. He has improved business delivery to hotel owners and advanced an inclusive and performance-based culture for Choice associates.

In 2018, Choice Hotels reported more than \$1 billion in revenue; exceeded 7,000 hotels in its global system; expanded its pipeline to over 1,000 hotels, the largest in company history; and drove an increase in the company's 10-year total shareholder return to 278 percent. Before becoming CEO in 2017, Pacious was the company's president and chief operating officer.

Pacious served as a US Navy officer after earning his bachelor's degree from Duke University, and he went on to earn a master's in business administration from the Kellogg School of Management at Northwestern University. In 2019, Pacious was honored with the *Washington Business Journal's* inaugural Veterans in Business Award and was named among the "Top 50 Best CEOs of Large Companies" by Comparably.com. Currently, he is a member of the board of directors of the Wolf Trap Foundation for the Performing Arts.



John Paulsen
Vice President
hotelAVE

John Paulsen has more than 30 years of hospitality experience in hotel operations and asset management. He leverages his operational insight to unlock value and opportunities in the hotels he oversees. Paulsen is actively involved in the management of multiple assets and

utilizes his expertise to develop and execute asset management plans that result in value creation. Having spent much of his career working on union hotels, he brings a keen level of union expertise to hotelAVE and works on strategic plans to maximize profitability through improvements in labor expenses. Prior to joining hotelAVE, Paulsen was senior vice president, asset management for GB Lodging, overseeing asset management of the portfolio. Before joining GB Lodging, he was first vice president with Tishman Hotel Corporation, overseeing its New York City hotel assets. Paulsen spent 17 years in hotel operations managing diverse full-service hotels ranging in size from 150 rooms to 2,400 rooms.



Gilda Perez-Alvarado
Chief Executive Officer, Americas
JLL

Gilda Perez-Alvarado is the chief executive officer of JLL Hotels & Hospitality, Americas, where she is responsible for investment sales, debt and equity placement, strategic advisory, and asset management. Additionally, she leads the group's Global Hotel Desk, a specialized

team of cross-border investment sales professionals based in the Middle East, Asia Pacific, the Americas, and Europe. Previously, she served as a managing director, focused on full-service investment sales throughout the United States and globally.

In the past 24 months, Perez-Alvarado has utilized her global experience to coordinate the sale of several high-profile assets, including The St. Regis New York, The Plaza Hotel in New York, Fairmont Copley Plaza in Boston, The St. Regis San Francisco, InterContinental Porto, Waldorf Astoria Edinburgh, Four Seasons Hotel Toronto, and the SilverBirch hotel portfolio in Canada.

Prior to rejoining the team in New York in 2010, Perez-Alvarado was based in Madrid as head of hotel debt advisory in Spain and Portugal, where she was responsible for working with financial institutions for hotel asset receiverships and workouts, as well as supporting the executive team in Spain and London in international capital markets. Prior to Madrid, she was based in London and responsible for luxury hotel transactions in the United Kingdom, Benelux, and Scandinavia. Prior to her experience in London, she was based in the New York and Miami offices of JLL beginning in 2004, and before that, she worked for the hospitality and leisure advisory practice of PricewaterhouseCoopers in Miami for more than two years.

Perez-Alvarado serves as a member of JLL's Global Capital Markets Advisory Group and the Global Advisory Board of Qiddiya, a PIF giga-project in Saudi Arabia. She also is an active member of the Industry Real Estate Financing Advisory Council (IREFAC). In 2016, she was named the Jack A. Shaffer Financial Advisor of the Year.

Perez-Alvarado earned a master of business administration from Instituto de Empresa (IE Business School) in Madrid in 2010. In 2002, she earned a bachelor of science from the Cornell University School of Hotel Administration, from which she graduated with honors and served as Degree Marshall for her graduating class. Her specialization was in hotel real estate finance. She also has attended executive education courses on competitive strategy and leadership at INSEAD and Stanford Graduate School of Business, respectively.



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Dilip Petigara
Chief Executive Officer
Access Point Financial

Dilip Petigara brings more than 23 years of experience in both the hospitality and finance industries to his role as CEO for Access Point Financial. Since joining the company in 2012 from a real estate and capital advisory service firm focused on hospitality, he spent seven years in a dual role as chief operating officer and chief risk officer before assuming the CEO position in 2019. Prior to his advisory role, Petigara served as senior vice president of Specialty Finance Group, where his responsibilities included management of loan operations, internal credit approval, closing/funding and asset management, syndications, and reporting to warehouse lenders. Previously, he held the position of assistant vice president and senior underwriter at GMAC Commercial Mortgage.

Petigara holds a JD/LLM in tax law from the University of Miami School of Law, as well as an MBA from Temple University.



Steen Petri
Senior Vice President of Investments
HEI Hotels & Resorts

Responsible for HEI's deal sourcing, Steen Petri maintains an extensive network of brokers, institutional investors, lenders, and other stakeholders. He oversees all aspects of transaction underwriting, contract negotiations, due diligence, and deal execution.

Petri joined HEI in 2008 from the Waterford Hotel Group, where his responsibilities included land acquisition sourcing, securing entitlements, and underwriting for ground-up hotel development projects and acquisitions. Formerly, he spent more than 10 years in hospitality operations, leading various management teams at assets including the W Hotel Union Square and the Lotos Club in New York City and Hotel Jerome in Aspen, Colorado.



Chip Rogers
President and CEO
American Hotel & Lodging Association

Chip Rogers serves as president and CEO of the American Hotel & Lodging Association (AHLA). The association serves as the unified voice of the lodging industry, with more than 27,000 members. Previously, he served as president and CEO of the Asian American Hotel Owners Association (AAHOA), the largest

US hotel owners association. Rogers also serves as a member of the Forbes Nonprofit Council and the California Hotel & Lodging Association Board of Directors.

Prior to joining AAHOA, Rogers had a long career as a public servant. He was elected to the Georgia General Assembly six times and was unanimously elected to serve two terms as the Georgia Senate majority leader. He was elected the first national chairman of the

Majority Leaders Conference, and he has served on the national boards of directors of the State Legislative Leaders Foundation, the American Legislative Exchange Council, and Community Leaders of America.

Rogers earned his undergraduate degree from Georgia Tech and an MBA from Georgia State University.



Rick Ross
Chair, Global Hotels and Leisure
Dentons

Rick Ross is the chair of Dentons' global hotels and leisure practice. Widely regarded as an industry expert, he advises clients globally on complex hospitality and leisure matters, including acquisitions and dispositions (single assets, portfolios), corporate M&A matters, joint

ventures, development, and operations. Ross counsels clients around the world as to creating and implementing strategies regarding all aspects of hotel and resort investments, management, and operations. Additionally, he negotiates and documents hotel management and license agreements and counsels clients on structuring and documenting global, complex mixed-use projects featuring hotels and resorts with residential and other commercial components. Ross also is one of the co-leaders of the firm's Global Private Services practice, which provides cross-sector and cross-practice services to ultra-high-net-worth individuals and their family offices.

Ross has been ranked "Band 1" nationally by *Chambers USA* in the leisure and hospitality sector every year since 2007 (the first year of ranking this sector). Under his leadership, Dentons has been one of only two law firms ranked "Band 1" nationally in the sector (again, every year since 2007), and is regarded as one of the top few in the world. *Law360* named Ross an "MVP in Hospitality" in 2014 and Dentons' hotel group "Practice Group of the Year" in 2014, 2017, and 2019.



Stephen Rushmore, Jr.
President and Chief Executive Officer
HVS

As president and chief executive officer of HVS, a leading hospitality consulting and services organization with more than 35 offices around the globe, Stephen Rushmore, Jr. directs the worldwide operation of the firm and is responsible for overseeing the long-term strategy.

Founded in 1980, HVS has provided consulting services and solutions for thousands of clients in all 50 states and more than 70 foreign countries for hotels, restaurants, mixed-use, shared ownership, and leisure assets. Rushmore is a state-certified appraiser and frequently lectures at major hotel schools around the world. He is a member of the Young Presidents' Organization (YPO) and is on the board of the Appalachian Mountain Club (AMC), the nation's oldest outdoor recreation and conservation organization. He earned a bachelor of science from the Cornell University School of Hotel Administration.



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Jonathan Segal
Executive Chairman
The ONE Group Hospitality

With more than 30 years of experience in developing and operating hotels, bars, and other hospitality projects, Jonathan Segal brought his expertise to New York, with the formation of The ONE Group.

The ONE Group is a global leader in the hospitality industry and the creator of the international restaurant brand STK, as well as the owner and operator of the nationally based Kona Grill.

In addition to developing and operating upscale, high-energy restaurants and lounges, The ONE Group provides a signature turn-key food and beverage service—ONE Hospitality—for hotels, casinos, and other high-end locations across the globe.



Caryn Seidman-Becker
Co-Founder, Chairman, and CEO
CLEAR

Caryn Seidman-Becker's vision to build a safer, more secure world in which to live, work, and play came to life in 2010 when she and co-founder Ken Cornick launched CLEAR. CLEAR, the secure identity platform, makes it simple to be you by using biometrics to create

secure, connected, and frictionless experiences, while obsessing over every aspect of the customer experience. As chairman and CEO, Seidman-Becker leads more than 2,000 passionate team members across the country who are committed to bringing CLEAR's vision to life every day.

Today, CLEAR has five million members and powers frictionless experiences at more than 60 US airports, stadiums, and other locations.

CLEAR's values and leadership principles are a reflection of Seidman-Becker's early roots and exposure to the leaders and companies that she invested in throughout her career. Before CLEAR, Seidman-Becker and Cornick started Arience Capital, a \$1 billion-plus value-oriented asset management firm focused on investing in companies across a broad spectrum of industries, including consumer, technology, aerospace and defense, and turnarounds. Prior to Arience Capital, she was at Arnhold and S. Bleichroeder and later with Iridian Asset Management.

Seidman-Becker earned a BA in political science from the University of Michigan.



Mit Shah
Chief Executive Officer
Noble

As founder and chief executive officer, Mit Shah provides overall strategic guidance for the Noble organization and heads its investment committee. He has been profiled in *Newsweek* magazine as one of the most influential South Asians in the United States,

named one of Atlanta's most prominent leaders by *Atlanta Magazine* and the *Atlanta Business Chronicle*, and recognized as one of the

21st century's most influential hospitality industry leaders by both *Lodging Hospitality* magazine and *Lodging* magazine. He is the most recent recipient of the prestigious Industry Real Estate Financing Advisory Council (IREFAC) C. Everett Johnson Award for leadership in the hospitality industry.

Shah presently serves as non-executive chairman of the board for CorePoint Lodging and on advisory boards with Marriott International and Hyatt Hotels Corporation. He also is a member of IREFAC of the American Hotel & Lodging Association.

Shah is an active supporter of educational objectives and currently is serving his fourth term as a member of the board of trustees of his alma mater, Wake Forest University.



Arne M. Sorenson
President and Chief Executive Officer
Marriott International

Arne M. Sorenson is president and chief executive officer of Marriott International, where he presides over one of the world's largest hospitality companies and some of the most iconic brands in travel.

Sorenson led the acquisition of Starwood Hotels & Resorts Worldwide in 2016, resulting in a dramatic expansion of Marriott's ability to provide unparalleled guest experiences around the world. The company now has more than 7,400 properties across 134 countries and territories and 30 brands.

Sorenson joined Marriott in 1996, eventually becoming chief executive officer in 2012.

Sorenson is active on multiple boards including Microsoft, Business Roundtable, The Brookings Institution, and Special Olympics.

Sorenson is a graduate of Luther College and the University of Minnesota Law School.



Cecil Staton
President and CEO
AAHOA

Cecil Staton serves as president and CEO of AAHOA, the world's largest hotel owners association. Prior to joining AAHOA in 2019, Staton's career included the entrepreneurial launch of several successful businesses, a decade as a senator in the Georgia State Senate, and executive leadership and teaching positions in higher education.

Staton's private sector endeavors include founding two publishing companies that brought two *New York Times* bestsellers to print. He also founded Georgia Eagle Media, which owned several radio stations and a newspaper. Georgia voters elected Staton to five terms in the Georgia Senate, where he rose to leadership including two terms as majority whip, the third-highest-ranking leadership position in the senate. Most recently, he served as the 11th chancellor of East Carolina University, where he also served as a tenured professor.



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Staton serves on the boards of the U.S. Travel Association and the California Hotel & Lodging Association, as well as on the Cornell University Center for Hospitality Research Advisory Board and the ALEC Private Enterprise Advisory Council.

Staton holds a DPhil from Oxford University and an undergraduate degree from Furman University.



Jay Stein
Chief Executive Officer
Dream Hotel Group

Jay Stein is chief executive officer of Dream Hotel Group, overseeing the evolution and expansion efforts of the company and its portfolio of brands: Dream Hotels, Time Hotels, The Chatwal, Unscripted Hotels, and the new By Dream Hotel Group collection of independent

lifestyle hotels.

With over three decades in the industry and more than 20 years with Dream Hotel Group's predecessor, Hampshire Hotels Management, Stein has held a variety of roles with both large and boutique hotel brands, including Hilton Worldwide, Starwood Hotels & Resorts, and Doral Hotels.

Stein began his career in 1983 with Hilton Worldwide at the Vista International Hotel in the World Trade Center in New York City. After five years in F&B management, he joined Doral Hotels as resident manager for Doral Court, later becoming managing director for three Doral Hotels in New York City and staying on as area general manager after Starwood acquired the company. He joined Dream Hotel Group as executive vice president of operations in 1995 and was promoted to chief operating officer in 2005, overseeing hotel operations and playing a vital role in the company's expansion efforts. Stein was named chief executive officer in 2015.

An engaged professional dedicated to making a difference, Stein is a true ambassador for the industry, having spoken on numerous panels at conferences worldwide and having served as adjunct professor for the hospitality programs at the New York City College of Technology and the New York University School of Professional Studies.



Jonathan M. Tisch
Chairman and CEO of Loews Hotels & Co and Co-Chairman of the Board and a Member of the Office of the President of Loews Corporation

Jonathan M. Tisch is chairman and CEO of Loews Hotels & Co and co-chairman of the board and a member of the Office of the President of Loews Corporation.

Tisch has led Loews' expansion and emergence as a leading hotel company with a widely praised culture that embraces the power of partnerships—with team members, guests, communities, and owners. He was voted "Hotelier of the World" by *HOTELS* magazine.

Recognized nationally as a leader of the multibillion-dollar travel and tourism industry, Tisch is chairman emeritus of the U.S. Travel Association and previously served as chairman of the Travel Business Roundtable and the American Hotel & Lodging Association. Committed to a vibrant tourism industry locally, Tisch served for nearly six years as chairman of NYC & Company, New York City's official tourism agency, and was chairman of New York Rising, which was established to bring back visitors and revive the economy after 9/11. *Crain's New York Business* named him one of the "Top 10 Most Influential Business Leaders" and inducted him into its Hall of Fame, which recognizes individuals who have transformed the City in both their professional work and in their civic and philanthropic activities.

Tisch is the author of three bestselling books: *The Power of We: Succeeding Through Partnerships*, *Chocolates on the Pillow Aren't Enough: Reinventing the Customer Experience*, and *Citizen You: Doing Your Part to Change the World*. He hosted the Emmy-nominated television series *Beyond the Boardroom*.

Tisch is a champion of corporate responsibility and active citizenship. More than 25 years ago, he initiated the Loews Hotels Good Neighbor Policy, a recipient of the US President's Service Award. He served as vice chairman of the board of trustees of his alma mater, Tufts University, and is the naming benefactor of the Jonathan M. Tisch College of Civic Life at Tufts. In 2017, he was honored by the New York University School of Professional Studies with the naming of the Jonathan M. Tisch Center of Hospitality, of which he has been a driving force for years. He is a founding board member and vice chairman of The Shed, New York City's new cultural center that commissions original works of art across all disciplines for all audiences.

A co-owner of the New York Giants, Tisch was instrumental in bringing the 2014 Super Bowl to the NYC metropolitan area and served as co-chair of the NY/NJ Super Bowl Host Committee.



Jeff Weinstein
Editor in Chief
HOTELS Magazine/*HOTELS' Investment Outlook*

Jeff Weinstein has been editor in chief of *HOTELS* magazine since November 1994. In 1996, he created *HOTELS' Investment Outlook*, a quarterly publication for the hotel investment community. He also is responsible for developing the *HOTELS* website, hotelsmag.com.

Starting in 1986, Weinstein was senior editor for *Restaurants & Institutions*, which covered all aspects of the foodservice industry in the United States. Weinstein, a five-time winner of the Jesse H. Neal Award, presented by the American Business Press, is a journalism graduate of Drake University.



Evan Weiss
Chief Operating Officer, Principal
LW Hospitality Advisors

Evan Weiss serves as chief operating officer, principal of LW Hospitality Advisors. He previously worked for CBRE Hotels - Hospitality & Gaming Valuation Advisory Services Group, where he earned Silver and Gold Production Awards during each year of his tenure. He also

received the Valuation Services Professional of the Year Award for the tri-state region in 2007. Prior to joining CBRE, Weiss held the executive position of director of operations for CARINO Hotels & Resorts, a sales and marketing firm representing 75 luxury hotels worldwide. Weiss was the firm's first official hire, and he grew the entity by recruiting 20 professionals from around the world. Weiss's operational experience includes serving as general manager of City Food Bar, where he led corporate management and operational efforts at the restaurant ownership and management firm, while also working with the founder and president to build and expand the business.

Weiss earned a bachelor of science in hotel and tourism management from the New York University School of Professional Studies Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management (now the Jonathan M. Tisch Center of Hospitality). Following successful terms as board member and vice president, Weiss served as president of the NYU SPS Tisch Center Alumni Society and as a member of the Tisch Center Advisory Board.