



Reveille Hospitality

Hospitality Ownership, Development, Management, and Consulting

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About Reveille Hospitality

Welcome to Reveille Hospitality, where the world of hospitality is not just a business, but our very essence. With a collective experience of over a century, our team of experts encompasses every facet of this dynamic industry. The name Reveille Hospitality reflects our awakening to harness our diverse, cross-disciplinary background in hospitality, as we strive to deliver exceptional value to our clients through a wide range of service and manufacturing offerings.



Our Services



Reveille Hospitality's services are designed to provide clients with expert insights throughout the hotel, restaurant, and casino investment lifecycle.

Real Estate Development:

- Hotel
- Casino
- Mixed-Use
- Extended Stay
- Restaurant

Consulting:

- Feasibility
- Development
- Brand/management company advisory

Management & Representation:

- New development technical and pre-opening services
- Existing hotel management
- Asset management
- Representation
- Procurement



Executive Committee

Marco Roca, Sr.

Marco Sr. has 40 years of global experience developing over \$50 billion of real estate across more than 1,500 hotels, casinos, and branded residences. Prior to founding Reville, Roca served in various hospitality development roles. As President of Global Development and Chief Development Officer for Caesars Entertainment, Roca grew the company's casino and hotel footprint across multiple continents and launched a new hotel brand: Caesars Republic. During his tenure at Caesars, Roca executed 10 hotel and casino deals and was responsible for activating more than 400 acres of non-profit generating, raw land adjacent to Caesars's Casinos. Immediately prior to joining Caesars, Marco was Chief Development Officer for Hard Rock International, building the company to a dominant global entertainment brand by executing 36 new hotel and casino licensing and management agreements. Roca also developed a new hotel select-service brand: Reverb by Hard Rock. Marco has served in other senior executive roles with Realogy, Wyndham, Starwood, U.S. Franchise Systems, Marriott, Forte Hotels and Hilton. Through his career, he also collaborated in the creation of the following brands: Holiday Inn Express, Microtel, Aloft, and Wyndham Garden.

Roca is fluent in English, Spanish, French and Portuguese. He holds a B.S. in Industrial Psychology from University of The Americas in Mexico and a Master of Science in Management and Organizational Development from the United States International University in Mexico City.



— Marco Roca, Jr. (“MJ”) —

MJ is a fourth-generation, bilingual hotel executive with a global perspective. Marco is a citizen of the United States, Mexico, and France, he has traveled to all seven continents, and he has business experience on five of them. Marco previously worked with Trust Hospitality, where he was most recently Vice President of Business Development and Corporate Strategy. At Trust Marco was promoted twice in three years and focused on executing hotel management contracts while also leading the firm’s investment and corporate strategy teams. Marco previously worked as a hotel valuation consultant with Horwath HTL and on Wall Street as an analyst with J.P. Morgan’s Real Estate and Lodging investment banking group.

Marco serves as a board member for the Latino Hotel Association and is Chair of Urban Land Institute’s Florida and Caribbean Hospitality and Recreational Development Council. He has been awarded Hotel Management’s 30 Under 30 award and has been published in the same magazine on several occasions. Marco has been a featured speaker at several conferences including as the keynote speaker on hotel feasibility/investing at Latino Hotel Association Conference 2019 and as a panelist at MexHIC, GRI Latin America, NABHOOD, and Makers Entrepreneurship Forum. In his educational years, Marco graduated the University of Georgia’s Honors Program with a degree in International Political Economy, where he earned a 3.9 GPA, was elected President of the Honors Program Student Council, was Editor-in-Chief of Georgia Political Review and was elected President of Blue Key Honor Society.



Advisory Board

Ashley Keller

Ashley Keller is a Partner at Keller Lenkner, LLC. He is a seasoned trial and appellate lawyer with deep substantive knowledge across a wide variety of practice areas and types of claims. He is listed by Lawdragon as one of the 500 Leading Lawyers in America.

Ashley co-founded the litigation finance firm Gerchen Keller Capital, which grew to more than \$1.3 billion in assets under management and was the world's largest private investment manager focused on legal and regulatory risk before it was acquired by Burford Capital in 2016.

Before co-founding Gerchen Keller, Ashley was a partner at Bartlit Beck Herman Palenchar & Scott LLP, The American Lawyer's litigation boutique of the year, where he handled various trial and appellate matters involving multi-billion-dollar securities and patent cases, contractual disputes, mass torts, and class actions. Ashley also worked as an analyst at Alyeska Investment Group, a Chicago-based market neutral hedge fund, where he focused on investments in companies facing litigation and other complicated regulatory matters.

Before practicing law, Ashley was a law clerk for Justice Anthony M. Kennedy at the Supreme Court of the United States and Judge Richard Posner at the U.S. Court of Appeals for the Seventh Circuit. He graduated *magna cum laude* from Harvard College and received an MBA from the University of Chicago Booth School of Business and a J.D. from the University of Chicago Law School, where he graduated first in his class.

Les Ottolenghi



Most recently, as Executive Vice President and CIO of Caesars Entertainment Corp, a global gaming hotel and casino corporation with \$4.85B in revenues, Les was significantly involved in driving the digital transformation strategy that fueled ~67% increase in EBITDA and doubled revenue growth in three years. He also developed the first cyber security readiness program and led corporate development and technology acquisition initiatives resulting in the gaming industry's first global accelerator and the launch of a digital gaming business projected to grow to \$1.5B in 2020. Les has also held CISO, CIO, and CTO roles at Las Vegas Sands, Carlson WagonLit Travel, and Holiday Inn. Les has been the CEO and Board Chairman for three technology companies: Plat4m Technologies, Intent Media Works, and AgentWare. All three resulted in successful, multimillion-dollar exits. He started his career as the Founder of Computer Innovations Corporation, where he achieved \$13.3M in sales in three years.

Les is a cyber security and audit board advisor for Tandem Commercial Bank of Atlanta and is a Board Member for the TBM Council. He currently advises eight early-stage technology companies (FiscalNote, 802 Secure, Breadware, NeurRun, Certree, Rich Robotics, Zora Computing, and Skyworks Aerial) on capital raising, operations, and governance, and advises SolveforX on overall strategy. Additionally, he is an advisor to three universities (MIT, Duke University, and University of Las Vegas). Les received his MBA in Decision Information Analysis from Emory University's Goizueta School of Business and his bachelor's degree in History from Duke University. Les has been awarded Constellation's Business Transformation 150, Evanta's Breakaway Leadership Award for Impact and Influence, IDG Communication's CIO 100 Award, and Greenspun & Cox Media's Top Tech Executive for Hospitality & Gaming.

Jan Jones Blackhurst



Jan Jones Blackhurst is a long-time political and business leader who spent most of the 1990s as the first woman mayor of Las Vegas – one of the most popular mayors in the city’s history. She then joined Caesars Entertainment, where she and her teams developed the industry’s first Responsible Gaming practices, advancing environmental stewardship and advocating for important social issues.

Jan speaks extensively at many universities and helped establish the International Gaming Institution Center of Excellence at the University of Nevada Las Vegas. After leading Corporate Social Responsibility and Public Policy at Caesars for two decades, she joined the Company’s Board of Directors in 2019. She also became Chief Executive in Residence at the UNLV International Gaming Institute, where she was a popular faculty member and key player in the “Expanding the Leaderverse” initiative.

Committed to education, Jan serves as Chairwoman for the Public Education Foundation; she has earned numerous awards and accolades while serving on several boards, including the Las Vegas Stadium Authority and the Nevada Resort Association. In 2014, she was one of the first women to be inducted into the American Gaming Association (AGA) Gaming Hall of Fame. Jones Blackhurst holds a bachelor’s degree in English from Stanford University.



Support Associates

Daniel D'Agostino



As Senior Vice President of Nightlife for The Light Group, Mr. D'Agostino oversaw daily operations, including promotion, marketing, events, and strategic planning. He was responsible for a 55-million-dollar annual budget. Implementing risk management procedures and delivering substantial cost savings through reduced operating expenses, tightened controls, and new policies, Dan restructured reporting procedures to improve decision-making and delivered record profits.

Preceding The Light Group, Mr. D'Agostino restored relevance to underperforming assets for MGM Resorts International's Entertainment Division providing tactical and strategic leadership to maximize revenue and resources. Having served on the Executive Leadership Committee, Dan championed cooperation, instituted policy and procedure, re-energized programming, increased net profit, and exposed revenue.

Following The Light Group, Mr. D'Agostino oversaw expansion and acquisition for the One Group, advised on Key business decisions and capital deployment, oversaw cash flow and debt restructuring, and implemented strategies to raise the perception, value, and profit of flagship brand STK.

Having held progressing leadership roles with Red Rock Resorts, Levy Sports & Entertainment, and Constellation Brands International, among others, Dan has analyzed key business functions and processes to understand business drivers; designed and executed initiatives to build market presence, revenue, and ROI, and evaluated the financial conditions, data collection systems, marketing, promotions, operations, and public relations of Industry leading hospitality companies globally for 30 years.

An active member of the community, D'Agostino previously served on the Board of Dress for Success; a nonprofit organization focused on helping female victims of domestic abuse successfully return to the workplace and currently runs a community-based initiative to provide food and clothing for the homeless population in Guadalajara, Mexico.

Eddie Lynn

As President of Jaco Blu Developments, Eddie was responsible for sourcing new Resort hotels and casino opportunities in the Caribbean and Latin America. Before Jaco Blu Developments, Eddie held the position of CEO of the Dakota Nation Gaming Enterprise (DNGE); Eddie was responsible for overseeing three hotel-casinos properties under this portfolio. In addition to current operations, Eddie managed the \$30 million redevelopment and construction expansion of two properties and an overall rebranding of the company's position in the marketplace. Eddie was tasked with creating a corporate structure to centralize and standardize financial and internal audit controls, internal compliance, BSA training, AML reporting, human resources, market branding and positioning, player development programs, and enhancing gaming and non-gaming operations.

Before his CEO role at DNGE, Eddie was the General Manager of Treasure Island Resort and Casino in Minnesota (TIRC). He was responsible for the daily operations of one of the largest and most successful Native American Resort Developments in the Midwest. A property consisting of 100,000 + square feet of gaming with 2,200 slots, 60 tables, 500 room hotels, 30,000 square foot Convention facility, Waterpark, RV park and Marina, and multiple F&B outlets, with over 1,600 employees. Eddie was instrumental in implementing programs to enhance the overall brand experience, hotel best practices, player development, and customer resort experience.

Before TIRC, Eddie held the position of Director of Casino Development & Operations for Hard Rock International, where he spearheaded the development of Resort casino projects throughout the Americas, Central America, and the Caribbean. Projects under Eddie's portfolio for development were in Paraguay, Uruguay, Brazil, Costa Rica, Panama, Dominican Republic, Antigua, Trinidad Tobago, Sint Maarten, and Jamaica. With over 40 years of experience in the hospitality and gaming industry, working in many jurisdictions worldwide, Eddie is thoroughly versed in all aspects of project business development, gaming operations, and departmental administration.

Alison Littman

Alison Littman combines her background in Industrial Design with her expertise in world-wide Sourcing and innovative manufacturing to deliver a range of custom design, development and sourcing services to hospitality, workspace, retail, restaurant and residential clients. By leveraging partnerships developed over decades working globally, she has a strong sourcing network and is able to support a broad range of clients to deliver a wide variety of styles and price-points.

Formerly, Alison ran FF&E and Sourcing at WeWork, where she developed a Strategic Sourcing team to support rapid growth world-wide. Prior to that, Alison was the Director of Interiors and Sourcing at Burch Creative Capital where she was responsible for the development of Hospitality projects and new retail roll-outs. In that role she also was responsible for the FF&E development for hospitality projects including The W Hotel South Beach, Rosewood Hotels, and Related Residential Developments.

Alison began her career in 1992 in Furniture Development, Merchandising, and Store Design, for national retail and hotel chains. She's developed collections for brands including One Kings Lane, Soho House, Wynn Las Vegas, Marriott brands, and WeWork/ WeLive.



Mark Rauber

Mark started his journey learning and appreciating the operational side of hospitality working in various restaurants and hotels including Hilton Miami Beach, Hotel Sternen Zurich and Restaurant Iltios. He gained further experience in sales, revenue management and business development at JW Marriot Miami and Trust Hospitality Miami. With the understanding that appreciable service provides essential added value to a brand/product he now finds himself applying this theory as an Investment Analyst at Reveille Hospitality, where he works alongside the company's partners to spearhead financial modeling, research business opportunities and create cashflow spreadsheets, among other responsibilities.

Mark is fluent in English, German, Swedish and Swiss German. He holds a Bachelor of Science degree in Hospitality Management from Florida International University and is currently a graduate student at the S.C. Johnson School of Business at Cornell University, graduating in December 2020.

Erika Ordoñez

Raised in Colombia and educated in Switzerland, Erika is passionate and well-rounded in hospitality marketing and entrepreneurial projects. She graduated with honors in International Hotel Management at the University of Les Roches, Switzerland where she became member of the ETA Sigma Delta Association for Hoteliers and specialized in Entrepreneurship.

She started her career in the operational side working in the food and beverage department at Shangri-la Palace Hotel in Paris. She developed a multi-vertical knowledge in hospitality working in different fields like sales, marketing and business development at Trust Hospitality in Miami, where she continues working as the Corporate Marketing Associate. Currently Erika brings the marketing perspective to Reveille Hospitality and she also started her own entrepreneurial pastry business in Bogota as a cake artist.





Our Clients

Brand Experience:



Sponsor Experience:



Management Experience:





Previous Development Experience

Previous Development Experience

Asset type: Integrated Resort & Casino

Client: Caesars Entertainment

Location: Incheon, Korea

Size: USD \$1 billion, 500 rooms and 200 serviced apartments

Opening: TBD



Asset type: Resort

Client: Caesars Entertainment

Location: Marina los Cabos, Mexico

Size: USD \$400 million, 500 rooms

Opening: 2022



Previous Development Experience

Asset Type: Integrated Resort & Casino

Client: Caesars Entertainment

Location: Tomakomani, Japan

Size: USD \$2 billion

Planning Phase



Asset type: Resort

Client: Caesars Entertainment

Location: Dubai, UAE

Size: 194 rooms in Caesars Palace, 301 rooms in Caesars Resort

Client: Caesars Entertainment



Previous Development Experience

Asset type: Resort

Client: Caesars Entertainment

Location: Yokohama, Japan

Size: USD \$2 billion, 2,000 rooms with 200,000 Sq.Ft. of gaming space



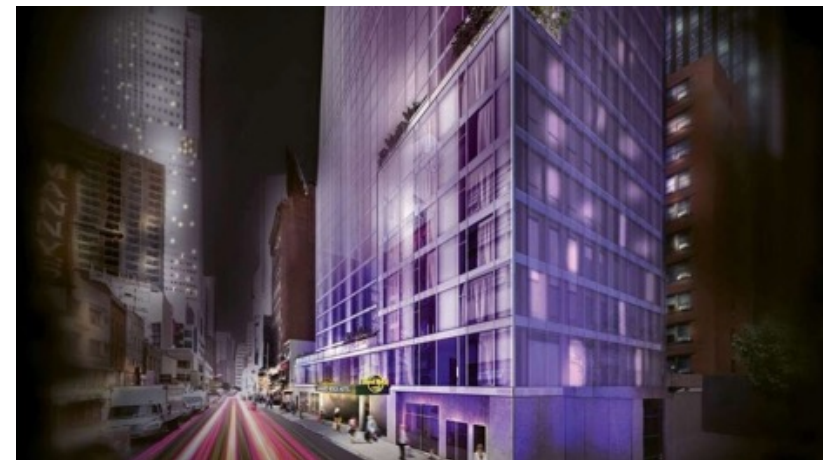
Asset Type: Hotel

Client: Hard Rock

Location: New York City, New York

Size: 445 Rooms, 225,000 Sq.Ft

Opened: 2022



Previous Development Experience

Asset Type: Hotel and Casino

Client: Hard Rock

Location: Prague, Czechia

Size: 500 Rooms, 50,000 Sq.Ft.



Asset type: Hotel

Client: Hard Rock

Location: Los Cabos, Mexico

Size: USD \$600 Million, 639 Rooms





Active Development Experience

Active Development Experience

Asset type: Extended Stay Hotel

Brand: Extended Stay America

Locations: 10 locations throughout Florida

Size: \$75 Million Equity Raise



Active Development Experience

Asset type: Five star boutique hotel

Brand: Aldeas Lodges

Locations: Monteverde, Costa Rica

Size: \$20 Million Equity Raise in Progress

Affiliated Chain Offers: Marriott, Hilton & Banyan Tree



Active Development Experience

Asset type: Four Star Entertainment Casino Hotel

Brand: Sonesta Kerry Gordy Experience

Locations: Reno, Nevada

Size: \$300 Million Equity Raise in Progress

Project Overview: 1.4M square feet development with 3 towers, 390 hotel keys, 220 residences, and an 800 person venue on 6.14 Acres. Amenities will include Spa, swimming pool 4 bars, 6 restaurants.



Active Development Experience

Asset type: Fast Casual

Developer: Caps SE Florida

Brand: Capriotti's Sandwich Shop

Locations: 12 locations from Jupiter to Key West, Florida

Size: One open restaurant in North Miami Beach and one under construction in Plantation – Opening December 2022





Active Management Experience

Active Management Experience

Asset type: Full Service Upscale Hotel

Partner: VCA Hotels

Brand: Marriott Courtyard

Location: Aruba

Size: 148 rooms



Active Management Experience

Asset type: Full Service Upscale Hotel

Partner: VCA Hotels

Brand: The Mill Hotel

Locations: Aruba

Size: 48 rooms



Active Management Experience

Asset type: Full Service Upscale Hotel

Partner: OTM Hospitality

Brand: Sonesta Hotel

Locations: Reno, Nevada, Former Harrah's Casino Suites Tower

Size: 390 rooms, 220 residences

Sliver Ownership with 25-year Term Asset Management



Active Management Experience

Asset type: Fast Casual

Owner/Operator: Caps SE Florida

Brand: Capriottis Sandwich Shop

Locations: 12 locations from Jupiter to Key West, Florida

Size: One open restaurant in North Miami Beach and one under construction in Plantation





Active Consulting Engagements

Active Consulting Engagements



SONESTA[®]
HOTELS AND RESORTS

Asset type: Sonesta Hotels & Resorts

Role: Head of Development for CALA

Brands: Sonesta Select, Sonesta ES Suites, Sonesta Simply Suites, Sonesta Classico, Sonesta MOD, Royal Sonesta, The James, Red Lion Hotel/Red Lion Inn & Suites and Signature Inn

Territory: Latin America and the Caribbean

Size: CALA Currently has 16 hotels and resorts with targeted growth of 10 new locations in 2023



Active Consulting Engagements



BANYAN TREE
HOTELS & RESORTS

Asset type: Sonesta Hotels & Resorts

Role: Development for the Americas

Brands: Banyan Tree Hotels and Resorts, Angsana Hotels and Resorts, Cassia, Dhawa, and Laguna Resorts and Hotels

Territory: Latin America and the Caribbean

Size: CALA currently has 4 resort hotels (including the highest REVPAR hotel in Mexico) with targeted growth of 4 per year. 7 Signed LOI's in first 4 months of engagement.



Active Consulting Engagements



UMUSIC HOTELS

Asset type: Universal Music Hotels & Resorts

Role: Head of Development US and Canada

Brands: UMusic Hotels, UMusic Hotels Live, UMusic Collection, UStory by UMusic Hotels

Territory: North America

Size: Currently have 14 signed HMA's. Opening Madrid Q4, 2022 and Puebla, Mexico Q1, 2023. Targeted growth of six new locations in 2024.



Active Consulting Engagements

POSADAS®

Asset type: Grupo Posadas

Role: Head of Development US and Canada

Brands: Fiesta Americana, Fiesta Inn, Live Aqua,

Territory: North America

Size: Beginning January 2024. Targeted growth of six new locations in 2024.



Active Consulting Engagements



Asset type: Remington Hotels & Resorts 3rd Party Management

Role: Development Latin America & Caribbean

Brands: Marriott, Hilton, IHG, Sonesta, and most other major brands in the US

Territory: CALA

Size: 128 actively managed hotels and resorts in the US. Actively engaged in more than ten opportunities in CALA





For any further questions please contact:

CEO

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