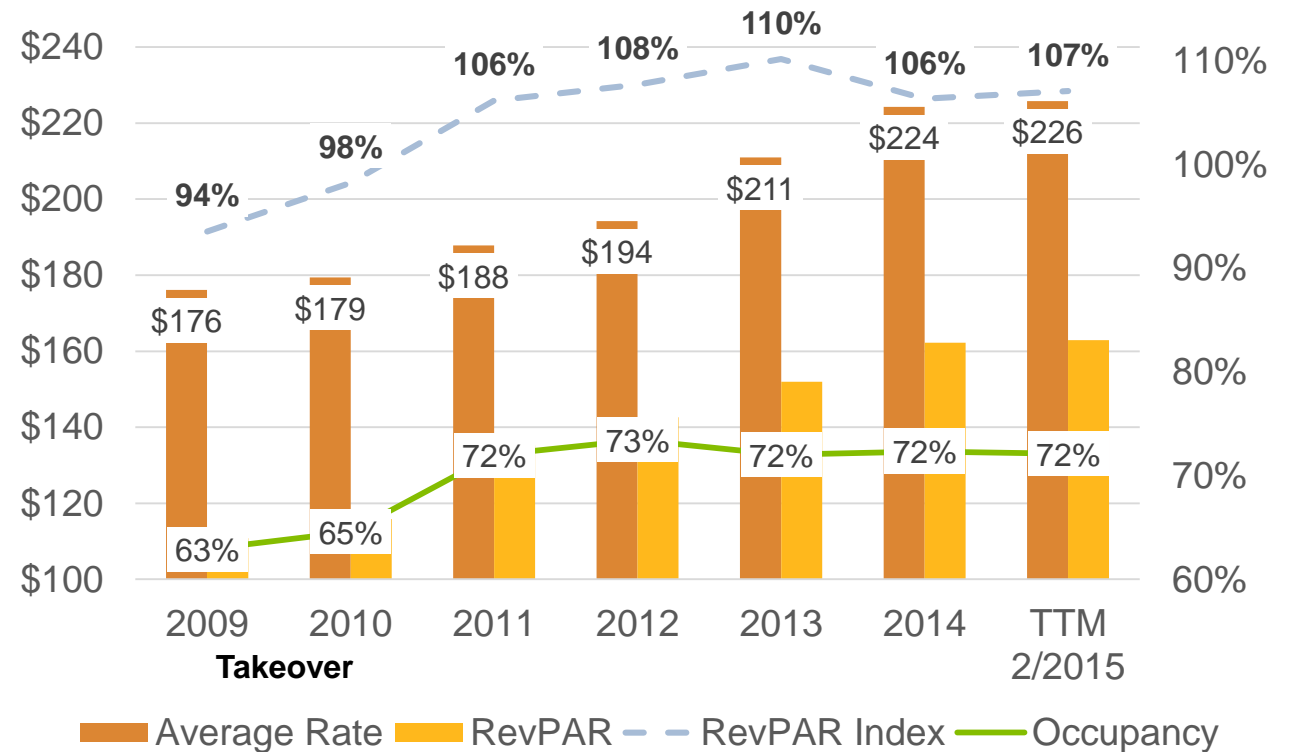


# PARADISE POINT: RAPID OPERATIONAL TURNAROUND

**Vision: rapidly and drastically improve operating performance and profitability at the 462-room Paradise Point Resort and Spa**

- RevPAR position in competitive set was #5/6 and #4/6 in 2009 and 2010, respectively; RevPAR position improved to #2 in 2011 and has been #1 since 2012
- Group room nights (53,000 in 2014) up 73% from previous manager (30,000 in 2010)
- Rapid improvement in customer satisfaction, as TripAdvisor Ranking improved from #125 in San Diego at takeover to #44 by year end 2011
- Gross Operating Profit margin improved 460 basis points (from 36.5% to 41.1%)
- Gross Operating Profit has grown by a CAGR of 10.3% per year since the 2010 takeover (\$13.5m in 2010 to \$22.2m in 2014)



# PARADISE POINT: RAPID OPERATIONAL TURNAROUND

Destination leveraged its bench strength and the breadth of the organization to fill vacancies and immediately drive share, revenue, and profitability

Rapidly Growing Revenue and Profitability

