



Hospitality, Finely Tuned.

COMPANY OVERVIEW | 2025

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WHAT WE ARE ABOUT

Hospitality, Finely Tuned

At 24seven Hotels, our comprehensive team has deep experience and expertise in all business functions related to operating a successful hotel but we're more than your day-to-day management company. With foundations in institutional real estate, we have an intense focus on identifying the right opportunities and excelling in operations to maximize the return on your hotel investment.

Like the most passionate musicians, we never stop striving to improve our performance in ways big and small—and you can count on us to produce bottom line results.



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Crafting inspired workplaces that deliver kick-ass guest experiences, maximizing investor returns.

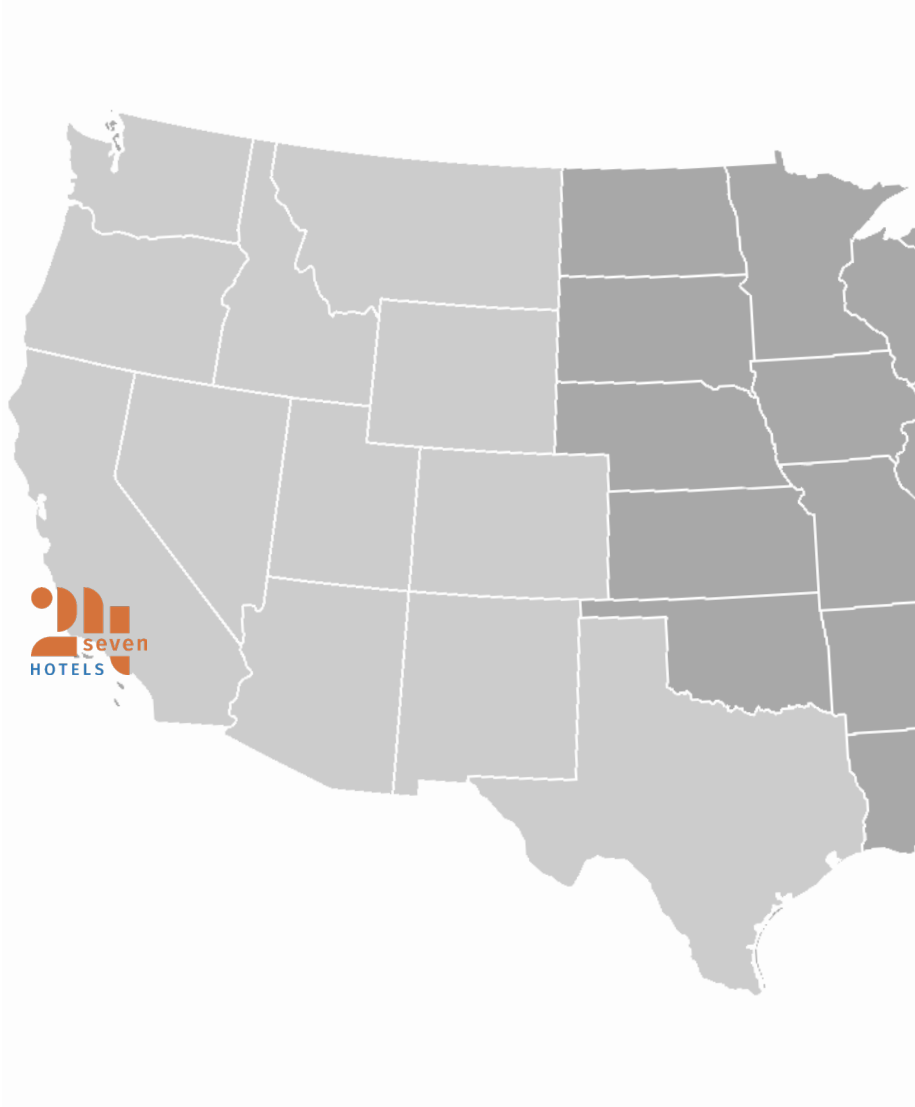
This mission statement underscores our belief that delivering for our investors starts with taking care of our people. We're proud of the strong culture we've built by doing just that.

WHO WE ARE

True Performers in Hospitality

We’re not a ubiquitous hospitality company, so while we continue to grow across the western states, we have no aspirations to be a stadium show. Our exclusive focus is premium-brand lifestyle, upscale and select-service hotels in the American west and south central regions. By sticking with what we know—and what we do well—we’re able to offer a depth of experience and expertise that our partners can rely on.

The proximity of our Headquarter offices in Newport Beach, along with the in-market proximity of the regional teams, facilitate our commitment to being accessible, responsive, and consistently “in touch” with the asset’s day-to-day operation.



MANAGEMENT EXPERIENCE

\$2.5B
IN HOTEL
ASSETS

80
HOTELS

10,000
KEYS

20
RESTAURANTS
& BARS



Best In The West

CALIFORNIA

- Best Western De Anza Inn
- Cambria Hotel Burbank Airport
- Cambria Hotel Calabasas-Malibu
- Cambria Hotel LAX
- Courtyard Palm Desert
- Dana Point Marina Inn
- Fairfield Inn & Suites Indio Coachella Valley
- Hampton Inn & Suites Buena Park
- Hampton Inn & Suites Hemet
- Hampton Inn & Suites Ontario
- Hilton Garden Inn Temecula
- Hyatt Place Newark/Silicon Valley
- Residence Inn Manhattan Beach
- Residence Inn Palm Desert
- SpringHill Suites Anaheim Maingate
- Tiller House Laguna Hills, a Tribute Portfolio Hotel
- The Steward Santa Barbara, a Tribute Portfolio Hotel
- Tru Norco

ARIZONA

- Moxy Phoenix Tempe/ASU Area

COLORADO

- Cambria Hotel Denver Downtown RiNo

IDAHO

- Courtyard Boise West/Meridian
- SpringHill Suites Boise West/Eagle

NEVADA

- Fairfield Inn Las Vegas Convention Center

TEXAS

- Courtyard Dallas DFW Airport North/Irving

WASHINGTON

- Cambria Hotel Spokane Airport

OUR PARTNERS

24seven Hotels is an approved operator with both top-tier global hotel brands and independent hotels in the lifestyle, upscale and select-service segments.



HOW WE'RE DIFFERENT

The Sweet Spot

Large enough to be well-resourced and effective; small and specialized enough to offer consistent accessibility and expertise.



PERSONAL RELATIONSHIPS

You'll never get lost in the shuffle with us. We value one-on-one relationships, so you'll always have direct access to our corporate leaders. We're truly just one call away.



SEGMENT FOCUS

We take pride in prioritizing depth over breadth. Our focus on the lifestyle, upscale and select-service segments makes us more effective and better-resourced.



GEOGRAPHIC FOCUS

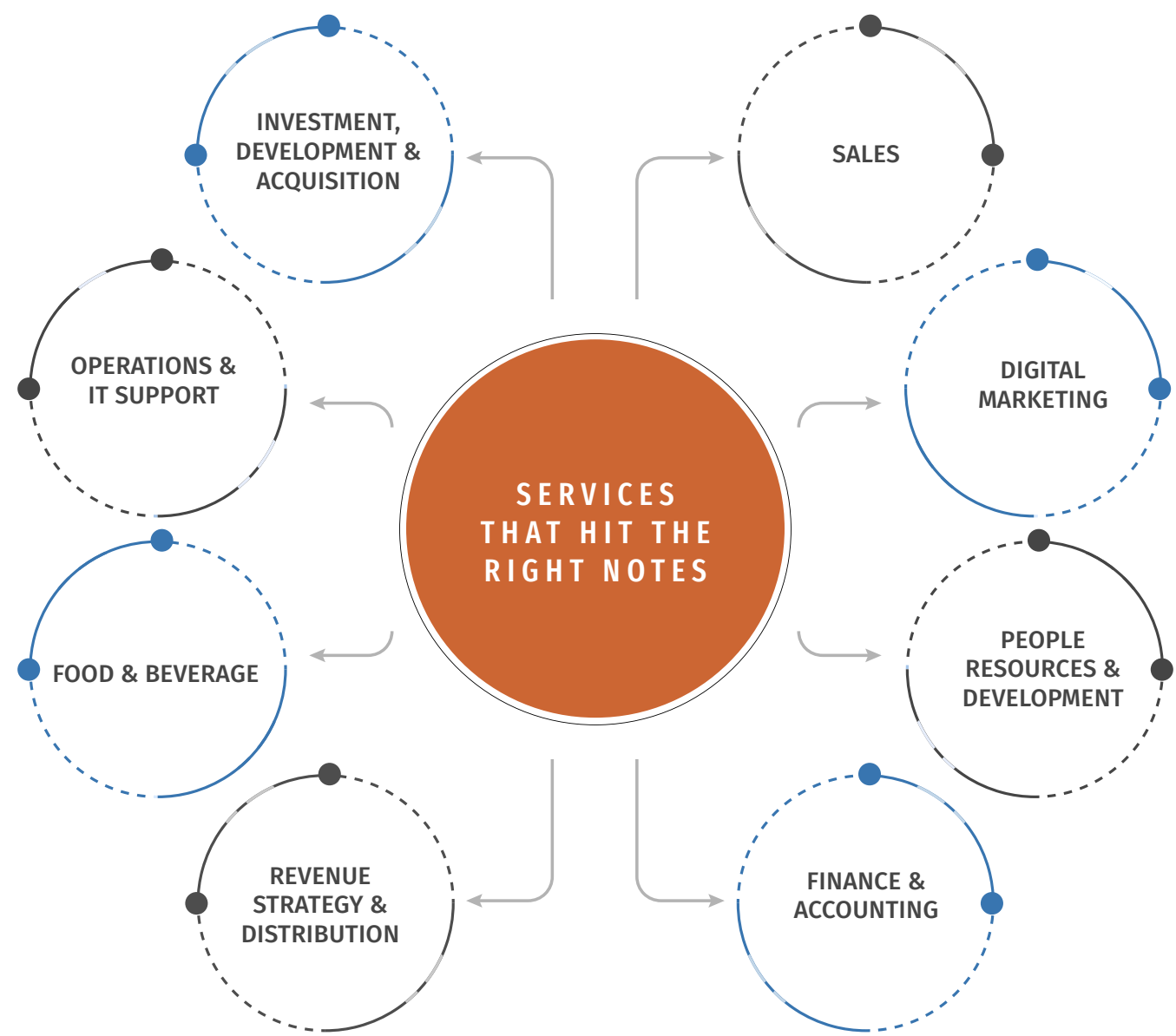
Why spread yourself thin? We don't try to be everywhere. Instead, we're laser-focused on one region (the American West), which means we know that market intimately.



TAKIN' CARE OF BUSINESS. EVERY DAY.

Our Services

Having a strong corporate infrastructure backed by extensive experience and expertise in all business functions related to operating a highly successful hotel. Partner with us, and we'll implement and oversee all hotel operations to maximize return on investment. For bottom line results, you're in the right place.



Investment, Development, Acquisition

- Site acquisition and entitlement
- Brand positioning and franchise relations
- Extensive network of brokers and lenders
- Investment underwriting
- Strategic support in recapitalizing properties

Operations

- Comprehensive annual operating plans
- Brand training and quality assurance program
- CapEx strategy to balance guest service need with asset preservation
- Best-in-class labor and expense forecasting tools and procurement systems; mobile communications within hotel operations

Food & Beverage

- Menu development program with guests in mind
- Beverage programs to keep up with current trends while ensuring proper execution of the classics
- To-go operations
- Process for execution, efficiency and profitability
- Competence in ordering, inventory, cost controls and vendor relationships
- Service guidelines and training, food safety and alcohol service direction

IT Support

- Cloud Systems Integration
- Structured Cabling Consultation
- Telco Services
- Equipment required for back office, business center and A/V
- Technologies for Property Management System, Point of Sale and Sales CRM
- Systems for CATV Television, CCTV Security, High Speed Internet Access, Background Music and PBX, Voicemail & Call Accounting

Revenue Strategy & Distribution

- Daily forecasting to monitor optimal price patterns
- Analytical expertise in all phases of hotel data
- Specialization in system conversions, routine maintenance and ad hoc analysis
- Focus on opportunities to maximize other revenues

Sales

- Special corporate account saturation and relationship building, including group and catering solicitation
- Internal lead generation channel utilization to qualify and close new potential toward long-term gains
- Relationship building with brand and global account teams to aid in market share growth

Digital Marketing

- Comprehensive marketing plan tailored to hotel's specifics needs and audiences
- Website development, maintenance and SEO management
- Online metasearch and link building to improve visibility
- Brand positioning and optimization for OTAs
- Integrated digital ad campaigns in competitive channels

People, Resources & Development

- Centralized recruitment, onboarding and retention of top talent
- Brand training and certification programs, plus skills-based learning and development courses
- Competitive compensation and benefits with market analysis
- Legal compliance for evolving labor laws

Finance & Accounting

- Balance sheet reconciliation, statement of cash flow and analytical reporting
- Accounts payable check processing
- In-house payroll management and payroll tax filing and compliance
- Local and state sales tax filing; third-party tax filing and compliance; assistance in managing sales and use tax audit
- Analysis and reconciliation of monthly loan servicing balances
- Complex financial reporting, partner distributions and other transactions

When you are a part of 24seven Hotels,
you'll join a portfolio of successful hotels.

128 RevPAR Index

UNMATCHED SUPPORT

Dedicated Partners. Reliable Performers.

With a collective passion for excellence, our robust corporate team will orchestrate our proven capability across all functions and disciplines. A dedicated team led by a Regional Director of Operations is focused on ensuring industry leading top line results, strict labor and expense controls and brand leading guest satisfaction ensuring strong bottom line profits.

YOUR DEDICATED TEAM

Regional Director of Operations

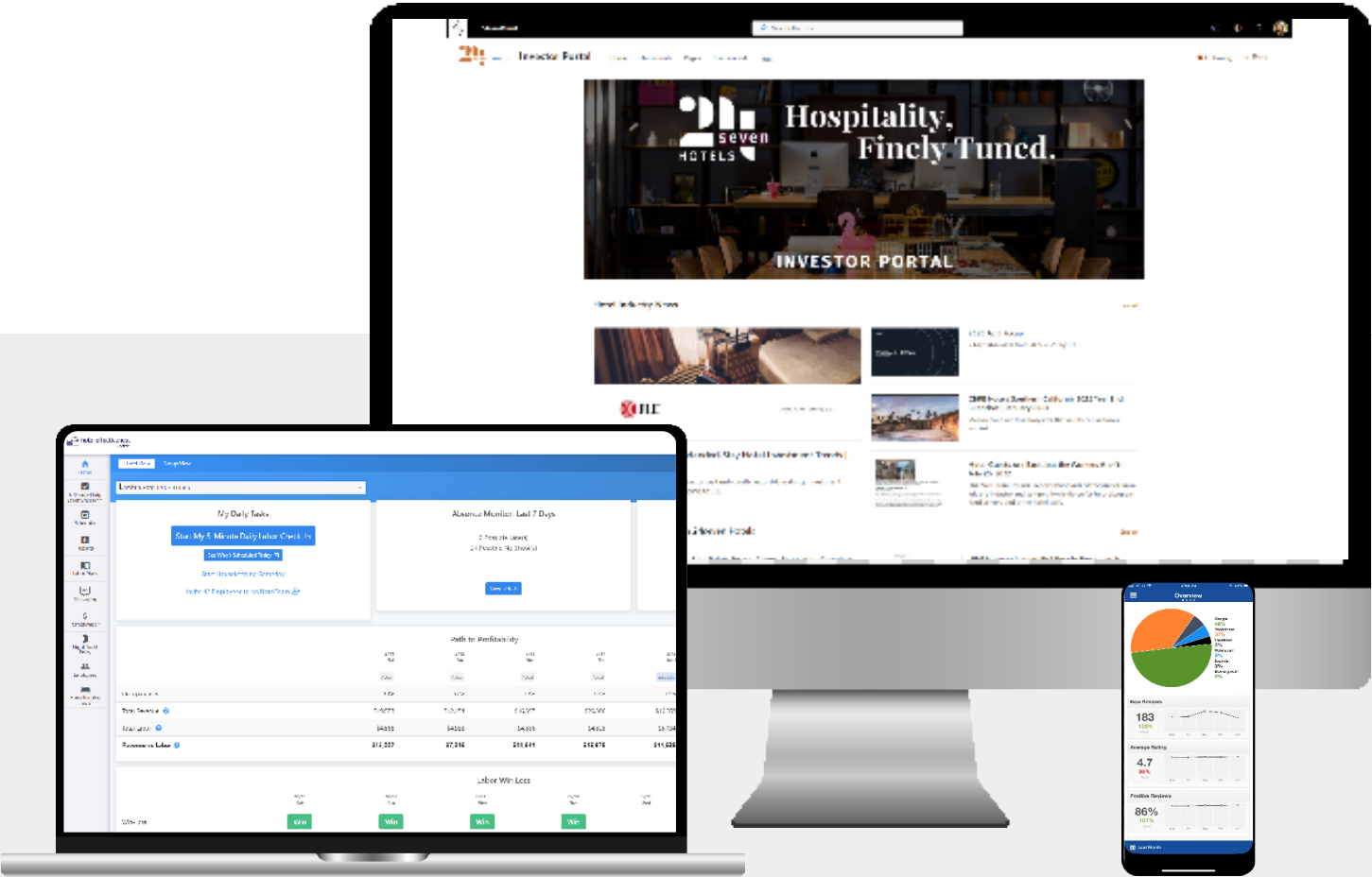
Our experienced Regional Directors oversee the day-to-day operations of a small portfolio, allowing them to offer consistent accessibility and expertise. We emphasize the importance of relationships with our partners and each other, to ensure we fully leverage the deep experience and talent of our people.



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- Sales Director
- Digital Marketing Manager
- Revenue Manager
- Payroll & Benefits Director
- HR Director
- Operations Analyst
- Finance Director
- IT Manager

TOOLS FOR BUSINESS



Our industry leading*

1:10 regional team support

enables highly personalized support to each hotel.

**Verses the 1:18 industry average*

With 24seven Hotels your hotel will have access to leading hospitality software. We provide a comprehensive suite of tools to increase effectiveness and efficiency.

Our Investor Portal is a guide to all things 24seven Hotels. This centralized platform is where investors can access valuable resources from communications to customized reporting—all at your discretion.



OUR PERFORMANCES

A New Market Leader, Exceeding Expectations

OPPORTUNITY:

Executed an optimal pre-opening revenue ramp up and operations of burgeoning hotel brand with a limited corporate preferred base to maximize owner return on investment.

EXECUTION:

- Implemented a proactive presell strategy allowing the property to achieve 23% of its revenue in group bookings. Achieved a 110 RevPAR Index on an aspiration competitive set of well-known brands within the first 90 days of opening.
- Launched enhanced digital marketing efforts targeting a highly qualified audience to produce a 59:1 ROI with direct bookings yielding higher ADR.
- Optimized operations to overcome the challenges of opening a new hotel as well as significant labor and supply chain issues associated with macro-economic issues and drive a \$3M GOP.
- A focus and commitment to the highest service standards resulted in the hotel being recognized in the top 3 of the brand for guest experience in 2022.

UNPARALLELED FIRST YEAR RESULTS



From Start to Finish, We Deliver Bottom Line Results

OPPORTUNITY:

Partnered on a hotel acquisition opportunity with intent to convert to a Marriott brand to fill a gap in a premier Southern California coastal market with ongoing management of the hotel.

EXECUTION:

- Spearheaded the brand selection, renovation, and pre-opening to deliver a successful hotel rebrand and conversion to Marriott with a presence on marriott.com.
- Focused expertise and market intelligence drove a strong RevPAR of \$225 at a RevPAR Index of 104 in an aspirational boutique competitive set in 2022 versus vs. the 2019 pre-acquisition RevPAR of \$153 and a RevPAR Index of 74.
- Implemented operational efficiencies to manage labor and expenses resulting in positive flow through with a \$1.14 million NOI.

MAXIMIZED INVESTOR RETURNS

4 x Return
on Investment

at an exit of \$14.65 million

&

100% Increase
in Capital Gains

in only 18 months





DESERT VIEWS | PALM DESERT, CA

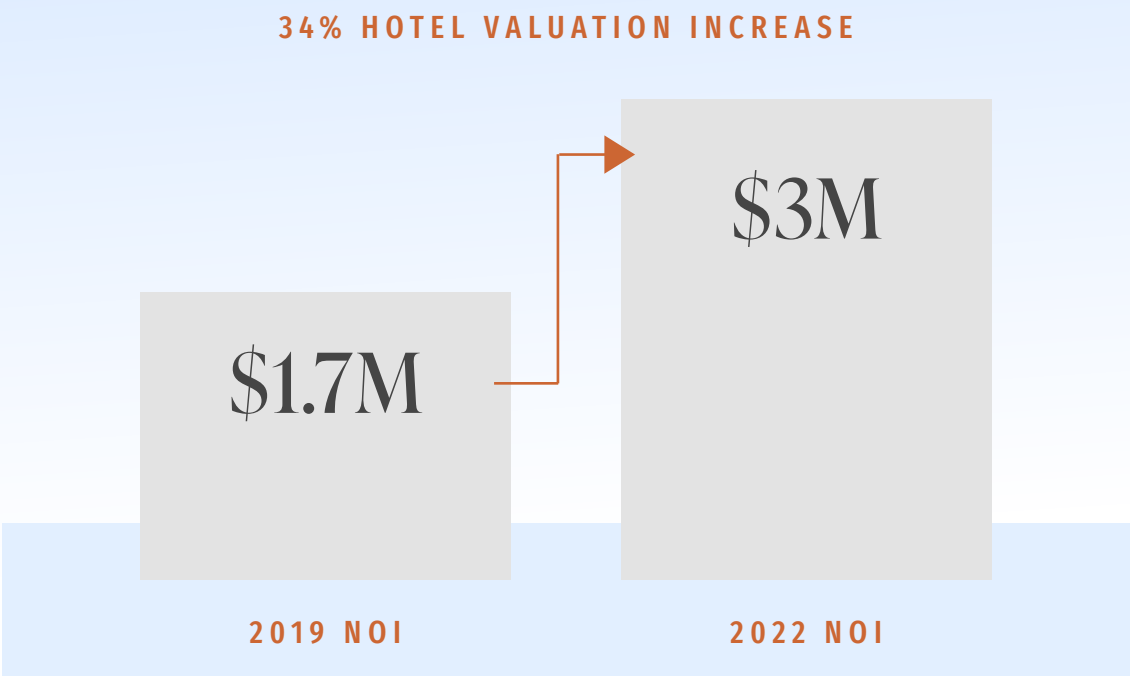
Uncovering New Opportunities, Trusted Performance Results

OPPORTUNITY:

Identified an undervalued investment opportunity in a top Southern California market which provided the investor with a high growth investment opportunity.

EXECUTION:

- Provided improved business and revenue strategies to achieve an optimal sales mix, achieving 90.0% increase in RevPAR and 5.0% increase in RevPAR Index; contributing to the hotel exceeding budgeted revenue by 50.0% to maximize return on investment.
- Upon the management transition, we implemented operational efficiencies, even with labor rate pressure and supply chain issues, to significantly impact the bottom line and drive a 52.0% GOP.
- Focus and commitment to the highest service standards resulted in the hotel ranking in the top 25% of brand ITR for 2022.



HOW WE STAND OUT

What Our Partners Say



**R.D. OLSEN
DEVELOPMENT**

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They provide a consistency of performance and proactive nature in providing new solutions, initiatives and ideas. Furthermore, their size allows them to provide direct access to senior leadership, which is a benefit in our industry.



**CHOICE
HOTELS**

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As an industry leader in third-party hotel management, Twenty Four Seven Hotels is committed to exacting brand standards and delivering an upscale experience to our guests while ensuring returns. Twenty Four Seven Hotels provides best-in-class operations, owner relations, and support services to Cambria Hotels.



**DAUNTLESS
CAPITAL**

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Twenty Four Seven Hotels has proven to be a trusted partner in the lifestyle space. They build relationships and partner to execute business plans based on delivering guest satisfaction and bottom-line performance in a collaborative fashion.



THE STEWARD SANTA BARBARA, A TRIBUTE PORTFOLIO HOTEL



THE STEWARD SANTA BARBARA, A TRIBUTE PORTFOLIO HOTEL

GET IN TOUCH

Let's Work Together

We prioritize personal relationships above all else and seek out like-minded partners who are looking for more than just your typical management company.

We invite you to join our portfolio and in the spirit of true hospitality, our door is always open to speak with someone on our team about our company and how we can bring value to your investment.

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We are a company that feels personal, and we have every intention of staying that way. We'll be here for you—every step of the way.

- GARY GRAY



We Perform for You
—Day In and Day Out.

247HOTELS.COM

