



*An Executive Overview in connection with
The acquisition of the 256-Key Hilton Hotel:*



Hilton

Greenville, South Carolina

Presented by



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Hilton Case Study

The Hilton Greenville is a 256-room full-service hotel located in Greenville, SC. In partnership with an institutional investor, our Fund I acquired this hotel from Och-Ziff, a New York based private-equity firm, in 2013 for \$16.75 million. The replacement cost for this hotel was internally estimated to be approximately \$51.2 million (\$200,000 per key), representing a **67.3% discount-to-replacement** based on the negotiated acquisition price. Urbana Varro identified and leveraged several critical factors that ultimately yielded the opportunity to acquire this asset at a substantial discount to both its replacement cost (referenced above) and its market value. These included:



1. Deferred Maintenance:

As anticipated due to the age (1986) and the recent ownership turnover (2010) of the asset, the physical due diligence process conducted by Urbana Varro identified a number of deferred maintenance (mechanical, electrical and plumbing) concerns that required capital investment in the near term. Had Och-Ziff addressed these capital expenditures, they would have effectively reduced their investment returns to their investors, and therefore elected not to allocate additional funds to the property.



2. Upcoming Property Improvement Plan:

Hilton was mandating a property improvement plan (estimated at \$1.3 million) which targeted the replacement and improvement to case goods, mattresses in guestrooms, as well as repaving the parking lot and entryway areas. For the exact same reasons as the deferred maintenance, we were able to leverage the required PIP expenditures to lower the price.



3. Timing of Institution's Divestiture:

Urbana Varro understood that Och-Ziff was in the process of commencing the capital raising for a new fund, which likely, for purposes of documentation of performance and the maturity of its prior funds' investment horizons, necessitated the disposition of the Hilton asset.

While attributing a quantitative value to the aforementioned circumstances would be largely speculative, the fact that the seller was transitioning into the disposition phase of their investment cycle likely contributed to the degree of accommodation, with respect to timing and purchase price, that the seller afforded Urbana Varro throughout the contract period.



Through the implementation of initiatives aimed at improving the operating efficiency, food and beverage services, and meeting space amenities, net operating income jumped from \$1.4 million in 2012 to nearly \$2 million in the 4th quarter 2013 (T-12).

PROFORMA INVESTMENT ASSUMPTIONS

Proforma Operating Summary	Year 1	Year 2	Year 3	Year 4	Year 5
Occupancy	70.3%	70.8%	71.3%	71.3%	71.3%
Average Daily Rate	\$108.40	\$113.08	\$116.06	\$117.88	\$119.72
RevPAR	\$76.17	\$80.03	\$82.72	\$84.02	\$85.33
Revenues	\$9,667,718	\$10,218,756	\$10,661,028	\$10,840,945	\$11,023,054
less: Expenses	(7,583,203)	(8,008,863)	(8,156,739)	(8,306,666)	(8,459,032)
Net Operating Income	2,084,514	2,209,893	2,504,289	2,534,279	2,564,022
less: Other Capital Costs	(406,646)	(345,625)	(786,779)	(283,181)	(279,539)
Cash Flows Before Debt Service	1,677,869	1,864,268	1,717,509	2,251,098	2,284,483
Annual Debt Service	(994,186)	(994,186)	(994,186)	(994,186)	(994,186)
Asset Management and Disposition Fees	(96,677)	(102,188)	(106,610)	(108,409)	(110,231)
Net Cash Flow from Operations Available for Distribution	587,006	767,895	616,713	1,148,503	1,180,066
Net Proceeds from Sale of Portfolio after Debt & Closing Costs in Yr 5	-	-	-	-	16,015,547
TOTAL NET CASH PROCEEDS AVAILABLE FOR DISTRIBUTION	587,006	767,895	616,713	1,148,503	17,195,613

1st WATERFALL - 7% Preferred Return	Year 1	Year 2	Year 3	Year 4	Year 5
Net Cash Available for Distribution	117,401	153,579	123,343	229,701	3,378,252
Individual Ownership of Cash Available for Distribution	8,976	11,742	9,430	17,561	258,279
Total Accrued Preferred Return Earned this Period plus Accrued	7,000	6,862	6,520	6,316	5,529
Preferred Return Paid to Investor	(7,000)	(6,862)	(6,520)	(6,316)	(5,529)
Preferred Return Due to Investor	-	-	-	-	-
NET CASH FLOW AVAILABLE AFTER PREFERRED RETURN	1,976	4,880	2,910	11,245	252,750

2nd WATERFALL - Return of Original Invested Capital	Year 1	Year 2	Year 3	Year 4	Year 5
Net Cash Flow Available for Distribution	1,976	4,880	2,910	11,245	252,750
Individual Investor Return of Capital	(1,976)	(4,880)	(2,910)	(11,245)	(78,990)
Remaining Distributable Cash Flow Subject to 90/10 Split	-	-	-	-	173,760
		Initial Investment			
Individual Outstanding Capital Balance	100,000	98,024	93,144	90,235	78,990
Percentage Ownership	7.65%				

3rd WATERFALL - 90/10 Split	Year 1	Year 2	Year 3	Year 4	Year 5
Remaining Distributable Cash Flow Subject to 90/10 Split	-	-	-	-	173,760
Individual Investor Share	90.0%	-	-	-	156,384
Urbana Varro's Carried Subordinated Interest	10.0%	-	-	-	17,376
		-	-	-	173,760

TOTAL RETURN: Pref Return + Return of Capital + Eq from Sale	Year 1	Year 2	Year 3	Year 4	Year 5
Individual Investor	8,976	11,742	9,430	17,561	240,903
Urbana Varro	-	-	-	-	17,376
Total Cash Distributions	8,976	11,742	9,430	17,561	258,279
Annual Cash-on Cash-Return to Investor	8.98%	11.74%	9.43%	17.56%	240.90%

TOTAL RETURN ON INVESTMENT				
	Annual IRR	Net Cash	Multiple	
Entire Project	33.0%	18,916,785	3.60x	
Individual Investor Return	26.6%	288,611	2.89x	

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