

Pre-Conference: WEDNESDAY - NOVEMBER 8, 2017

6:30 P.M. – 8:30 P.M. - *Welcome Reception hosted at Rosewood Tuckers Point (transportation provided to and from Hamilton Princess)*

Day 1 - THURSDAY - NOVEMBER 9, 2017

7:00 A.M. – **REGISTRATION**

7:30 A.M. - 8:30 A.M. - **Networking Breakfast**

8:30 A.M. TO 9:45 A.M. – **WELCOME, CARIBBEAN, AND ECONOMIC OVERVIEW**

Welcome

The Honorable E. David Burt, JP, MP, Premier of Bermuda and Minister of Finance

Global & Regional Hotel Performance

Jan Freitag, Senior Vice President - STR

Overview of Caribbean Lodging Market

Parris Jordan, Managing Director - HVS Caribbean

Strategic Context for Caribbean Hotels 2017-2018

George Spence, Principal – Leading Property Group

9:45 A.M. TO 10:45 A.M. – **HOSPITALITY LEADERS OUTLOOK/CEO Panel**

We are now 8 years plus into a recovery from the Great Recession. There seems to be considerable interest in not only acquiring hotel assets in the Region but also in developing new product. Is this a movie that we have seen before or will it be different this time? The world seems to be awash in Equity and Debt and it is now finding its way to the Caribbean. This panel of investors, owners and operators have been in the region for many years. How do they read the tea leaves influencing the continued interest in the Region and how are they taking advantage? What should Owners, Investors and Lenders be looking for?

Moderator: **David Larone**, Senior Managing Director – CBRE Group

Panelists:

Geoffrey Ballotti, President and CEO - Wyndham Worldwide

Diego Lowenstein, CEO - Lionstone Development

Alex Zozaya, CEO - Apple Leisure Group

Dave Johnson, President and CEO - Aimbridge Hospitality

Patrick Pacious, President and CEO - Choice Hotels International

10:45 A.M. TO 11:15 A.M. – **Networking & Exhibitor Coffee Break**

11:15 A.M. TO 12:15 P.M. – **GENERAL SESSION: Financiers Outlook:** We've all been there. The conversation is going well. You are making a good impression. You have a great idea, great business model, great location, great people but the inevitable question is then raised – can you finance your project? Over the last 10 years for many developers, investors and members of the regional professional community the answer to this question has been “no”. End of conversation. No matter how exciting your potential project is it all comes down to financing. How do we turn that answer into a yes? A panel of capital providers who have actively financed hotel investments in the region since our last conference will share with you what it takes to finance your project. The regional financing landscape has changed for the foreseeable future with traditional financiers seemingly not playing as active a role as they have in the past. Tomorrow's debt panel session will allow the banks alternative lenders to define their new role in the new landscape but how do our panelists see their own role and who do they see as the major players in the new landscape? What advice do they have for you? Do not miss this session if that conversation about funding resonates with you - if you have experienced that awkward moment when askedcan you finance your project?

Moderator: **Gary Brough**, Managing Director – KPMG

Panelists:

Adam Rosenberg, Global Head of Gaming & Leisure – Fortress Investment Group – Credit Funds

Ross Brennan, Managing Director – Sterling Financial

Nicholas Hecker, Senior Principal - Och Ziff Real Estate

Andro Nodarse-León, Managing Partner - Leon, Mayer & Co.

12:15 P.M. TO 1:30 P.M. – **NETWORKING LUNCH**

1:30 P.M. – 2:00 P.M. **GENERAL SESSION: A conversation with AirBnB and Expedia**

Moderator: **Kenny Blatt**, Principal - CPG Real Estate

Shawn Sullivan, Public Policy, Caribbean and Latin America - AirBnB

Hari Nair, Global Senior Vice President – Expedia Media Solutions

2:00 P.M. TO 2:30 P.M. – **GENERAL SESSION: C-Suite Leaders Discuss Hotel Brands Globally and in the Caribbean**

Moderator: **John Lancet**, Managing Director – HVS Miami

Panelists:

Jose Carlos Azcarraga, CEO - Grupo Posadas

Kevin Frid, COO, North & Central America - Accor Hotel Group

2:30 P.M. TO 3:30 P.M. **BREAKOUT SESSION 1 A: HOW TO ATTRACT CAPITAL TO YOUR PROJECT/DEAL IN THE REGION** This panel of investors, owners, operators, and developers will address the current state of capital flows for hospitality projects in the region. Our panelists will discuss where capital is coming from for projects and what kinds of deals are being funded. Our panelists will also offer practical advice on how to structure deals and put together an investment package to attract capital to your deal, what investment criteria and terms you should expect, and the things you can do to make your project or deal more attractive to various types of capital sources.

Moderator: **Matt Norton**, Partner – K&L Gates LLP

Panelists:

Alessandro Colantonio, Senior VP Acquisitions & Development - Gencom

Mark Durliat, CEO & Principal – Grace Bay Resorts

Javier Coll, Executive Vice President & Chief Strategy Officer - Apple Leisure Group

Mathieu Sauvestre, Director of Development, North America & Caribbean - Club Med

Roland Mouly, VP Development, Latin America, Mexico & Caribbean - Carlson Rezidor Hotel Group

2:30 P.M. TO 3:30 P.M. **BREAKOUT SESSION 1 B: Regional Hotel Design** – The continuous evolution of hotel design requires Caribbean hoteliers to constantly monitor the diverse tastes of international travelers while providing the region’s legendary unique experiences. This panel’s experts will address the additional importance of satisfying multiple consumer demographic sets while maintaining a profitable environment for owners and operators. The conversation will include ideas that appeal to multi-generational and multi-cultural travelers, the need for more experiential communal space while not infringing on guests’ privacy and building food-and-beverage entities that delight the most discerning guests.

Moderator: **Jeff Higley**, VP, Digital Media & Communications | Editorial Director – STR/Hotel News Now

Panelists:

Jim Freeman, Founding Principal - FSC Architects

Jose Mateu Guila, Director – Palladium Hotel Group

Neil Kolton, Director, Caribbean & Florida - Interval International

Doug Kulig, CEO - OBM International

Bojan Kumer, Director of Lodging Development, Caribbean & Latin America – Marriott International

3:30 P.M. TO 3:50 P.M. – **Networking & Exhibitor Coffee Break**

3:50 P.M. TO 4:50 P.M. **BREAKOUT SESSION 2 A: Caribbean Hotel Investment Opportunities** – Following the years of the financial crisis and the reluctance of the “Legacy Lenders” to re-enter the debt market in the Caribbean-even in the face of improving occupancies, ADR and REVPAR- what type of projects are the most appealing (luxury, full service, limited service, boutique, all inclusive, mixed use)? Our panelists will examine in detail and debate the numerous factors both from a development and operational point of view what makes one investment more attractive than another, including which islands, “ideal” size, the “Classics” of airlift, safety, staffing, infrastructure, amenities and Government concessions. Are acquisition and repositioning more attractive than ground up construction and what financing route impacts the choice?

Moderator: **Martyn Bould**, Chairman – Bould Consulting Limited

Panelists:

John Dishinger, Director, Business Development - RCI

Will Watson, Regional Director of Franchise Development – InterContinental Hotel Group

Kenneth Kwok, Chief Investment Officer – Antigua and Barbuda Special Economic Zone

Stan Hartling, CEO - Hartling Group

Ramon Koffijberg, Director - Curacao Investment & Export Dev. Foundation (CINEX)

3:50 P.M. TO 4:50 P.M. **BREAKOUT SESSION 2 B: The Magic Formula for Getting Projects Completed on Time and on Budget in the Caribbean?** Is it realistic to expect projects in the Caribbean to be completed on time and on budget? A panel of experienced hospitality professionals, including developers, construction experts, brand representatives and management executives discuss strategies and initiatives for establishing best practice at the outset of a project for controlling development costs and schedules for both ground up developments and the repositioning of existing assets. The panel will focus on upfront risk mitigation and strategies for bringing projects back in line with the established cost and time parameters in the event that slippage in either does occur.

Moderator: **Liam Day**, Managing Director – BCQS International

Panelists:

Pablo Gonzalez Carpizo, Director of Development - Melia Hotels International

Stephen D’Angelo, CEO - DCK Worldwide Construction

Diane Edwards, President - JAMPRO

Plato Ghinos, President – Shaner Group

Tim Peck, Chairman – OBM International

4:50 P.M. TO 6:00 P.M. **INVESTMENT OPPORTUNITIES IN BERMUDA**

6:00 P.M. TO 8:00 P.M. - **COCKTAIL RECEPTION Hosted by Bermuda Tourism Authority at the Hamilton Princess**

DAY 2 – FRIDAY - NOVEMBER 10, 2017

8:00 A.M. TO 9:00 A.M. – **Networking Breakfast**

9:00 A.M. TO 10:00 A.M. – **Debt Panel: Lenders - Still only dipping their toes or finally diving into the Caribbean?** Despite continuously improving tourism fundamentals, lenders reportedly remain reluctant to fund lodging investments in the region. However, recent resort openings and ongoing hotel construction suggest the opposite. Our panelists will discuss the keys to obtaining lending for lodging projects today. Topics will include whether lenders prefer acquisitions of operating properties over ground-up developments, which role they attribute to brands, whether they prefer traditional or all-inclusive resorts, and if they prioritize certain market segments or locations. We will also discuss which regional and international lenders have been active and provide some guidance on current terms.

Moderator: **Jonas Niermann**, FSR - Financial Instruments Structured Products & Real Estate – PricewaterhouseCoopers

Panelists:

Isabel deCaires, Associate Director, Investment Banking - CIBC First Caribbean

Rogério Basso, Principal Investment Officer, Head of Tourism - Inter-American Investment Corp.

Guillermo Vilanueva, Resident Representative - International Finance Corporation

Stephen Gould, Vice President, Senior Relationship Manager, Corporate - The Bank of N.T. Butterfield & Son Limited

10:00 A.M. TO 11:00 A.M. – **Bermuda Investment Spotlight Panel**

Moderator: **Robert MacLellan**, Principal – MacLellan & Associates

Panelists:

Kevin Dallas, Chief Executive Officer - Bermuda Tourism Authority

Roberto Stipa, Vice President - Hotelco International

Craig Christensen, President and CEO - Morgan's Point

Honorable Jamahl S Simmons, JP, MP, Minister of Tourism & Economic Development – Government of Bermuda

John Checketts, Vice President, Network Planning - JetBlue

11:00 A.M. TO 11:20 A.M. – **Networking & Exhibitor Coffee Break**

11:20 A.M. TO 12:20 A.M. – **Luxury Panel: The Luxury Resort in the Caribbean – 21st Century Perspective** What exactly IS luxury, and how is it being interpreted as it applies to meeting the demands of the younger, ever-more-affluent generation of luxury travelers considering the Caribbean as their destination of choice? In what seems like a very short time, the definition of luxury has changed dramatically. As TIME has become more scarce, filling that time with memorable experiences has become the priority for vacationers rather than spending quiet time in sumptuous surroundings. How is this impacting the development world in the Caribbean? Major “name” players in the luxury space are reacting with their own re-incarnated brands and prototypes. Independents are touting their uniqueness as never before. Are the lenders and investors willing to take the risk and play along? Where is it all going – and

how will it change the face of Caribbean travel in the future? These are the questions our panelists will address.

Moderator: **Greg Bohan**, Instructor/Special Programs – Florida Atlantic University

Panelists:

Todd Ruff, Vice President of Development, the Americas – Mandarin Oriental Hotel Group

Alejandro Acevedo, Regional VP, Development, Mexico and the Caribbean – Marriott International

Erik Eveleigh, Director - Luxury Development USA, Canada, & Caribbean - Hilton International

Camilo Bolanos, VP of Development for Latin America & the Caribbean – Hyatt International

Marta Molina-Seal, Principal, Hospitality- CPG Real Estate

12:20 P.M. TO 1:20 P.M. – **Brokers Panel: THE ABSENCE OF THE CLASSIC SALE:** A panel of brokers and intermediaries discuss the decoupling of the strong regional performance and a traditional marketplace for sales activity. The participants will look to address the complicated structures, high-yield debt, and mid-teen capitalization rates that are required to complete even a straight-forward transaction in the region. Is it the lack of traditional lending? Is it the wide bid versus ask spread between buyers and sellers? Is the region simply not offering a compelling enough risk-adjusted return? Is it due to lack of available comparable sales data? What are some of the highlights and how did those buyers and sellers find a strike price? This panel will explore these questions, offer solutions, and assist buyers and sellers on strategies for how to position their asset in the current marketplace.

Moderator: **Salim Damji**, Managing Director – Solid Rock Group

Panelists:

Paul Weimer, Vice President – CBRE Group

Fernando Garcia Chacon, Executive Vice President – JLL

Alam Parami, Executive Managing Director - Colliers International

Ronald Sutherland, President & CEO – Hemisphere Group

George Spence, Principal – Leading Property Group

1:20 P.M. TO 2:00 P.M. – **Closing Remarks and Lunch Buffet**