



InterContinental Hotels Group

Michael F. Higgins, CHA
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Re: Tristar Hotel Group

To Whom It May Concern:

I am writing this letter to express my high regard for the professional skill of Tristar Hotel Group.

Tristar currently owns and operates two InterContinental Hotel Group (IHG) hotels and the principals of Tristar have been approved as a Franchisee for a Crowne Plaza Hotel. Tristar has the staff strength to manage such upper scale brands. Tristar is approved as a preferred management company for IHG midscale and upscale hotels. In addition, Ken Edwards, owner of Tristar sits on the board of directors for IAHI (Owners board for IHG).

I would highly recommend Tristar Hotel Group to anyone looking for assistance in managing, renovating, marketing or re-branding an upscale hotel.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Michael F. Higgins', is placed over a light green rectangular background.

Michael F. Higgins, CHA
RVP, Upscale Franchising & Development
InterContinental Hotels Group