

ALLISON D. PENDROY

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PROFESSIONAL PROFILE

Accomplished business professional with expertise and transferable skills in the areas of real estate finance, asset management, financial analysis and investment management. Diverse background, having worked in both the private and public realms, for companies ranging from a small, entrepreneurial venture capital fund to a Fortune 500 privately-owned hospitality/marketing firm to one of the largest public insurance companies in the world. Proven experience in developing new lines of business. Accustomed to excelling in fast-paced environments, always with a determined focus in meeting objectives, critical deadlines, and delivering results. Qualified strengths include ability to evaluate industries, markets, and companies; assess investment alternatives for institutional clients; and successfully manage multiple projects. Experienced in presenting to executive leadership, strategic partners and collaborating with many different individuals across an organization. Extensive background in the following core competencies:

- Asset Management
- Real Estate Lending & Investing
- Real Estate Finance
- Strategy & Business Development
- Private Equity / Venture Capital
- Mergers & Acquisitions

PROFESSIONAL EXPERIENCE

LIFE CARE SERVICES, Des Moines, IA	2009-Present
<i>Vice President/Director of Asset Management</i>	(11/14-Present)
<i>Finance Director – Asset Management</i>	(2/13-11/14)
<i>Senior Finance Manager; Equity Communities</i>	(10/10-2/13)
<i>Finance Manager; Equity Communities</i>	(3/09-10/10)

Responsible for the financial and investment analysis of the LCS Equity Communities portfolio, having served integral role in building the company's real estate practice. Provide leadership and oversight for strategic financial analysis and optimization of real estate assets, quantifying and conveying value creation and growth, facilitating recapitalization and monetization activity, and lead key partner communications and discussions.

- Directs community and portfolio financial analysis for the business unit as it relates to: planning, budgeting and projections; profitability analysis; investment returns analysis and valuations; refinancings and restructurings; expansions and repositionings; and dispositions.
- Key liaison to senior leadership and strategic partners/co-investors regarding performance and strategies pertaining to individual assets and portfolio.
- Responsible for strategic onboarding and integration of new assets into the portfolio.
- Recommend appropriate plans of finance and build upon relationships with debt and equity providers. Have facilitated the raise of over \$500 million of capital in support of equity/debt financings.
- Strategic oversight and lead role in disposition analysis and process.
- Provides direction, supervision and development of Asset Management team and function.

PRINCIPAL REAL ESTATE INVESTORS, Des Moines, IA	2006-2008
<i>Assistant Managing Director; Hotel Investments</i>	(2/08-12/08)
<i>Investment Officer IV; Hotel Investments</i>	(11/06-2/08)

Dedicated to the development of a new hotel investment program with both debt and equity components. Identified, analyzed and underwrote millions of dollars of new loan and equity investments and then prepared, presented and advocated these opportunities to Investment and Executive Committees. Developed training curriculum and provided ongoing in-house consulting to over 550 employees on hotel investment strategy.

- Facilitated evaluation of multi-million dollar hotel acquisition, development, and joint venture opportunities, leading to the deployment of several hundred million dollars of institutional equity to new hotel projects nationwide.

- Advanced loan opportunities from beginning to end—starting with initial analysis through negotiation, due diligence, committee approval, and successful deal closing. These efforts contributed to the origination of over \$1.0 billion of new hotel loans in just two short years. Experience with first mortgages, bridge and mezzanine financings, B notes, and land loans.
- Designed marketing materials and public relations campaign that promoted new hotel investment platform, establishing Principal as a clear hotel financing leader and delivering hundreds of new deals.
- Cultivated and nurtured mutually beneficial relationships with key stakeholders including mortgage brokers, investment bankers, hotel management companies and brands, owners/developers and consultants.
- Researched and tracked hospitality industry fundamentals, companies, and competitors, which helped shape the company's strategic response and alternatives.

CARLSON HOTELS WORLDWIDE, Minneapolis, MN

2001-2006

Manager; Investments, Strategy & Analysis (11/03-7/06)**Senior Financial Analyst; Planning, Mergers & Acquisitions** (7/01-11/03)

Evaluated company's capital allocation and investment strategies. Completed competitive analysis, due diligence, market studies in the field, and financial modeling in support of hotel property acquisitions. Proposed optimal financing deal structure and presented to executive leadership and Board of Directors. Identified and recommended companies that were potential acquisition, merger, or joint venture candidates.

- Led 100+ employees across the company as project manager for acquisition of multi-hotel portfolio, ensuring adherence to timelines, open communication, and successful project completion.
- Asset managed portfolio of 12 hotels across the United States, which collectively generated over \$50 million of revenue annually. Property revenues increased by over 40% within just one year of acquisition. Provided oversight for a \$40 million renovation for these properties.
- Developed new quantitative process and methodology for identifying and prioritizing top geographic markets for the company to pursue.
- Co-led special three-month strategy taskforce to develop a new game-changing strategy for the company, resulting in the identification of 1,000+ new innovative ideas, a final strategic architecture and detailed road maps for market introduction of first business opportunities.
- Integral part of special financial taskforce project to turn around company's luxury cruise ship division *Regent Seven Seas* in Ft. Lauderdale, which maximized ROI on marketing and sales efforts.

PIPER JAFFRAY VENTURES, Minneapolis, MN

1999-2001

Venture Capital Analyst

Actively participated in the management of over \$220 million of capital for this healthcare-related venture capital firm, performing financial analysis and research on new investment opportunities.

- Analyzed venture capital transactions, including complex capital structuring, detailed financial modeling, due diligence, valuation metrics and sensitivity analysis. Forecasted returns, liquidity events, sales and EBITDA.
- Strategically screened over 200 business plans. Expanded the firm's portfolio by \$46 million of investments in new companies through thorough execution of due diligence on investments.
- Tracked portfolio performance for funds and prepared quarterly portfolio reports for the Board and Limited Partners.
- Readied the firm for a new \$150 million healthcare fund by designing and rolling out fundraising materials.

EDUCATION

- The University of Iowa**, Henry B. Tippie College of Business, Iowa City, IA 1999
Bachelors of Business Administration, Major: Finance, Minor: Spanish, Emphasis in Accounting
- Graduated with *Highest Distinction* (GPA 4.0/4.0)
 - Student Board Member, Krause Gentle Corporation, West Des Moines, IA (1999)
- Universidad de San Andrés**, Buenos Aires, Argentina 1998
6 Month Study Abroad Total Immersion Program

SPECIAL SKILLS

- Six Sigma Green Belt
- High-Level Financial Analysis
- Real Estate Finance

AWARDS / RECOGNITION / PARTICIPATION

- Hospitality Employee of the Month, Q1 2014
- Women's Leadership Mentor, 2014-Present
- Symposium Committee Member, 2013-14
- Women's Leadership Connection Committee Member, 2012-2013
- United Way Committee Member, 2011 Campaign
- Employee of the Quarter, Principal Real Estate Investors, Q3 2007
- Golden Pineapple Award (Project LIBOR), Carlson Hotels Worldwide, 2005
- Nominee for Order of the Golden Rose (Project Pretzel Strategy Innovation Team), Carlson Hotels Worldwide, 2005

COMMUNITY INVOLVEMENT

- Board Member & Finance Committee Member, Link Associates, 2012-Present