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SOFIA MARQUEZ

PRESIDENT | CHIEF OPERATING OFFICER | GLOBAL HOSPITALITY EXECUTIVE

Scale destination portfolios, elevate guest loyalty, and convert complex hospitality assets into durable enterprise value.

LUXURY RESORT OPERATIONS | PORTFOLIO GROWTH | ASSET MANAGEMENT | GUEST EXPERIENCE | DEVELOPMENT & OPENINGS

Enterprise hospitality leader with 25+ years of success expanding, repositioning, and operating luxury resorts, destination clubs, and mixed-use properties across the Americas, Europe, and the Caribbean. Direct portfolios of up to $1.62B in revenue, $520M in annual operating spend, 12,400 employees, 48 properties, and operations in 21 countries. Integrate strategy, brand, revenue management, development, food and beverage, commercial operations, digital guest experience, talent, and owner relations to deliver growth without compromising service. Known for restoring underperforming assets, opening complex destinations, building leadership teams, and converting guest insight into loyalty, margin, and long-term asset value.

PROFITABLE PORTFOLIO GROWTH	ASSET REPOSITIONING	GUEST & OWNER LOYALTY
Expanded revenue from $1.05B to $1.62B and adjusted EBITDA from 18.4% to 27.1%, creating $1.3B in value.	Recovered 14 resorts and delivered $186M in incremental EBITDA via disciplined capital and operating plans.	Raised NPS from 49 to 72, employee engagement from 68% to 86%, and direct booking mix from 38% to 61%.

EXECUTIVE EXPERIENCE

AURELIA HOSPITALITY GROUP — Fort Lauderdale, FL 2017-Present

PRESIDENT & CHIEF OPERATING OFFICER | 2021-Present

$1.62B revenue | $439M adjusted EBITDA | 12,400 employees | 48 properties | 21 countries | Board member

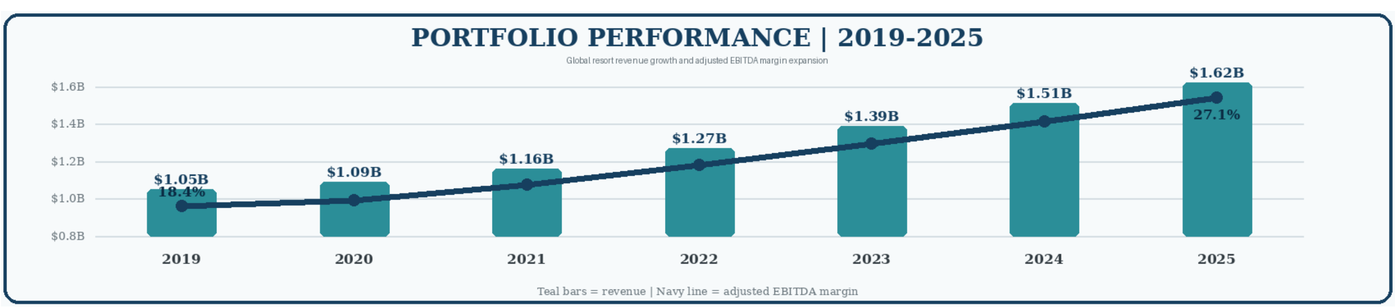
EXECUTIVE VICE PRESIDENT, RESORT OPERATIONS | 2017-2021

Promoted to enterprise leadership after stabilizing the company's largest regional portfolio

Lead a privately held luxury-hospitality and destination-services enterprise encompassing resorts, clubs, residences, marinas, wellness, and food-and-beverage concepts. Partner with the board, family office, institutional investors, brand partners, and property owners to set growth strategy and allocate capital. Own enterprise P&L, portfolio performance, commercial strategy, operations, guest experience, talent, technology, risk, and ESG; direct 11 executives and 145 property leaders.

Rebuilt the operating model around disciplined growth, distinctive experiences, and local accountability.

- **Increased revenue $570M and adjusted EBITDA $246M** by segmenting the portfolio, resetting brand and pricing strategy, accelerating group sales, and scaling high-margin experiences across 48 properties.
- **Expanded adjusted EBITDA margin 870 basis points and generated $720M in cumulative free cash flow** through zero-based operating reviews, labor planning, procurement, energy management, and disciplined capital sequencing.
- **Repositioned 14 underperforming resorts and produced $186M in incremental EBITDA** by matching renovation scope, operating model, experience design, and market positioning to asset-level demand and owner return thresholds.
- **Raised portfolio NPS from 49 to 72 and repeat-guest revenue 34%** by redesigning arrival, service recovery, wellness, family programming, and loyalty journeys around real-time guest feedback.
- **Increased direct booking mix from 38% to 61% and avoided $44M in annual commissions** through a unified digital platform, personalized offers, loyalty-member pricing, and property-level conversion coaching.
- **Opened or acquired 22 destinations representing $1.4B in invested capital** with 96% on-time readiness, 93% first-year guest-score attainment, and no material post-opening control failures.
- **Built a succession-ready operating organization** promoting 47 leaders, increasing ready-now coverage for critical roles from 39% to 84%, and reducing executive turnover from 21% to 7%.



NOVA TERRA RESORTS & CLUBS — Miami, FL 2011-2017

EXECUTIVE VICE PRESIDENT, PORTFOLIO OPERATIONS

$860M revenue | 6,100 employees | 27 resorts and clubs | United States, Mexico, and the Caribbean

Directed resort operations, revenue management, sales, food and beverage, spa, recreation, engineering, security, and owner services for a diversified destination portfolio. Led nine functional vice presidents and 76 property executives while serving on the investment and development committees.

Converted a collection of independent properties into a coordinated, owner-responsive portfolio.

- **Grew revenue 42%, operating profit 67%, and guest retention 19 points** by introducing portfolio segmentation, centralized revenue strategy, common commercial rhythms, and property-specific experience propositions.
- **Turned around nine loss-making resorts and generated $83M in annual profit improvement** through asset diagnostics, leadership changes, market repositioning, procurement, and weekly recovery governance.
- **Delivered a $520M renovation and expansion portfolio with 97% schedule adherence** while maintaining guest operations, controlling scope, and protecting peak-season revenue.
- **Improved food-and-beverage margin 11 points and added $61M in annual revenue** by building concept portfolios, localizing menus, redesigning outlets, and linking labor and purchasing to demand.
- **Reduced recordable incidents 71% and weather-related closure days 46%** through life-safety audits, crisis command standards, hurricane readiness, and cross-property recovery teams.

MARISOL DESTINATION MANAGEMENT — Orlando, FL 2004-2011

REGIONAL VICE PRESIDENT

$410M revenue | 3,800 employees | 16 full-service resorts | Florida, Georgia, and the Bahamas

Held regional P&L and operational accountability for upscale resorts, golf, marinas, water attractions, retail, and convention operations. Directed 16 general managers and partnered with ownership groups on capital, labor, and commercial priorities.

Established the region as the company's growth, service, and leadership-development benchmark.

- **Increased regional revenue 38%, operating income 54%, and RevPAR index from 96 to 118** through dynamic pricing, group-sales specialization, digital channel management, and disciplined property action plans.
- **Restored three distressed properties to profitability within 24 months** eliminating $27M in combined losses and achieving $14M in recurring annual EBITDA.
- **Raised guest satisfaction from 84% to 94% and employee engagement from 71% to 89%** by setting non-negotiable service behaviors, strengthening manager coaching, and closing feedback loops within 48 hours.
- **Launched six resorts and completed $340M in capital projects** with all properties opening before peak season and exceeding first-year revenue plans by an average of 12%.
- **Promoted 29 managers into general manager and regional roles** after creating a hospitality leadership academy, rotational assignments, succession reviews, and sponsor-led development plans.

SIGNATURE PORTFOLIO TRANSFORMATIONS

COSTA AZUL OCEAN RESORT

Caribbean | 640 keys | $228M asset

Repositioned the flagship while open, raising ADR 36%, resort EBITDA 52%, and guest NPS from 46 to 74.

SUMMIT VALE ALPINE LODGE

Colorado | 510 keys | $176M asset

Converted a seasonal loss into $19M annual EBITDA by adding four-season programming and experiences.

HARBORLIGHT CONVENTION RESORT

Boston | 720 keys | 145K sq. ft. events

Completed a $164M renewal, lifted group pace 41%, and secured $96M in contracted future business.

EARLIER CAREER	Seabrook Hotels & Resorts | General Manager, Resort Manager, Director of Rooms | 1997-2004
BOARDS	Global Destination Leadership Council, Board Chair | Hospitality Workforce Alliance, Director | Audit, Talent, and Development Committees
EDUCATION	**MBA, Finance & Service Strategy | Coastal Metropolitan University** **B.S., Hospitality Management | Gulf Atlantic State University**
CREDENTIALS	Certified Hotel Administrator (CHA) | Certified Revenue Management Executive (CRME) | Executive Certificate, Hospitality Real Estate & Asset Strategy | Bilingual English-Spanish