



**JW MARRIOTT RESORT
MCKINNEY CRAIG RANCH**

LUXURY HOTEL AND RESIDENCES
DEVELOPMENT

MCKINNEY, TX

JUNE 26, 2025

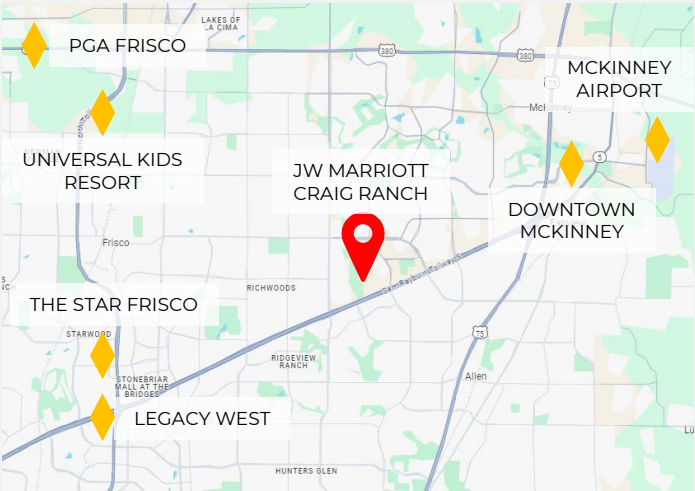
Ashford Inc., Craig International, and Horizon Capital are seeking a **\$25M grant and \$10.25M loan** from the MCDC for the ground-up development of a JW Marriott luxury hotel and residences in McKinney's Craig Ranch District

PROJECT OVERVIEW

SPONSORS	Ashford Inc. (75%) Craig International & Horizon Capital (25%)	
PROJECT COST	\$325M (68% debt, 32% equity)	
LAND	8.0 acres	
UNITS HOTEL CONDO	290 (206k NRSF) 48 (117k SF)	
MEETING SPACE (51,575 SF)	Main Ballroom	12,000 SF
	Jr. Ballroom	5,000 SF
	Breakout Rooms	4,500 SF
	Boardroom	1,000 SF
	Pre-function/ outdoor	30,000 SF
PARKING	633 spaces	
FRANCHISOR	Marriott International (JW Marriott)	
MGMT CO.	Ashford Inc. (Remington Hospitality)	

SITE & LOCATION

- Craig Ranch submarket of McKinney, TX
- Adjacent to the exclusive TPC Craig Ranch golf course, host of the annual Byron Nelson PGA tournament
- Additional 3M+ SF of office space expected to be added to the existing 1.5M SF within a 1-mile radius of the site

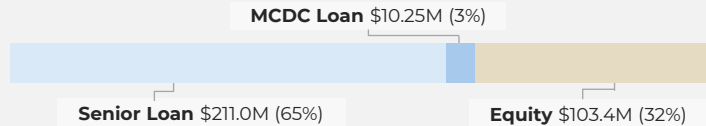


FINANCING

TOTAL DEVELOPMENT BUDGET: \$325M

Debt Terms:

- \$211.0M Senior Loan (Assumed I/O at SOFR+500bps)
- \$10.25M MCDC Loan



INCENTIVES

MCDC	\$25M grant ¹ \$10.25M loan ²
MEDC	\$2M from MEDC
CITY TAX REBATES	\$18M over 12 yrs
MCKINNEY INCENTIVES: \$55M	
STATE TAX REBATES ³	\$31M over 10 yrs
KEY MONEY ¹	\$3M Marriott \$1M Ashford Inc.
TOTAL INCENTIVES: \$90M	

1) Upon obtaining hotel certificate of occupancy; 2) Upon construction start; 3) Tax rebates based on projected revenue

PROJECT RENDERING

GROUND-UP
HOTEL, CONDOS, &
CONVENTION CENTER

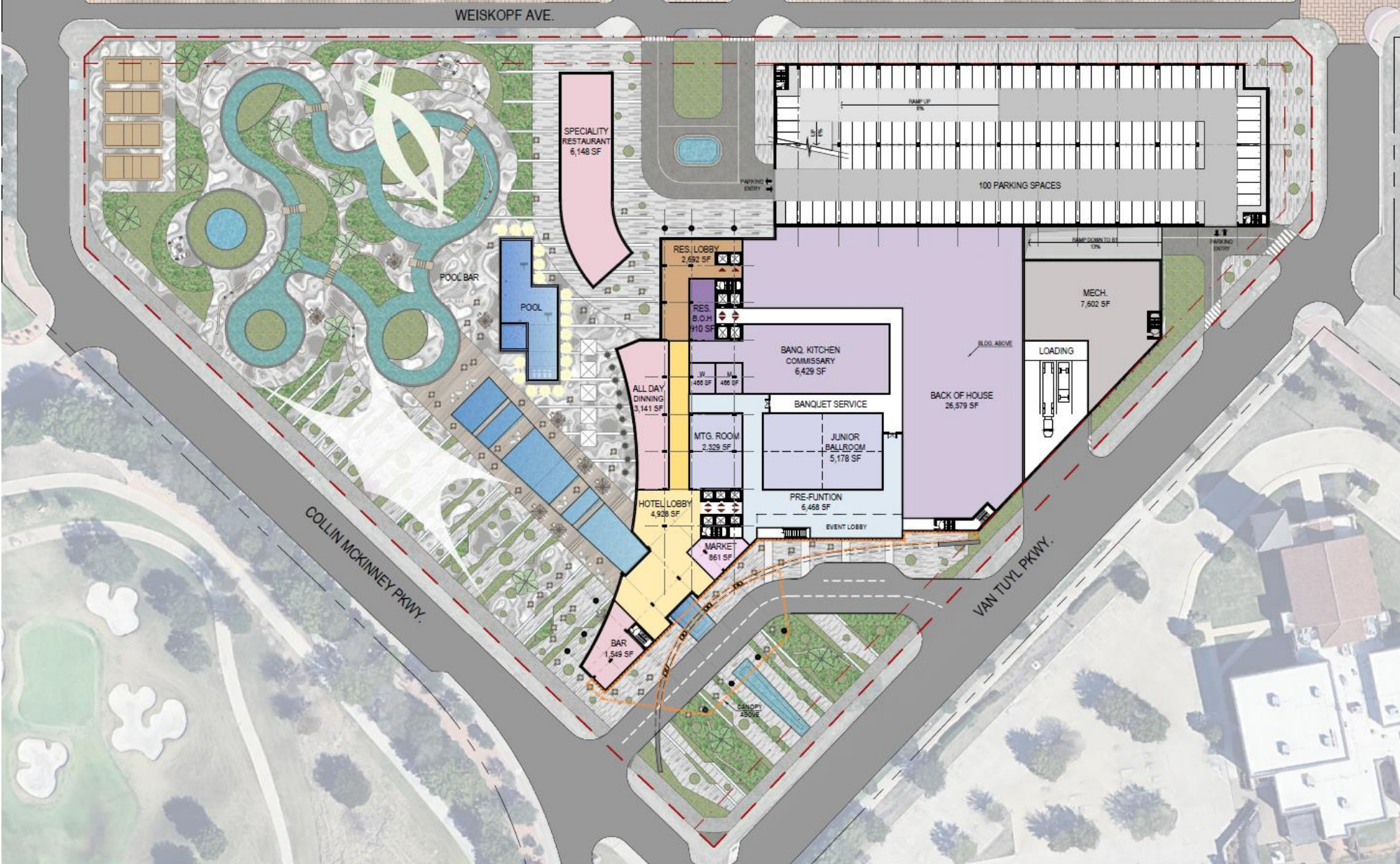
JW MARRIOTT
CRAIG RANCH



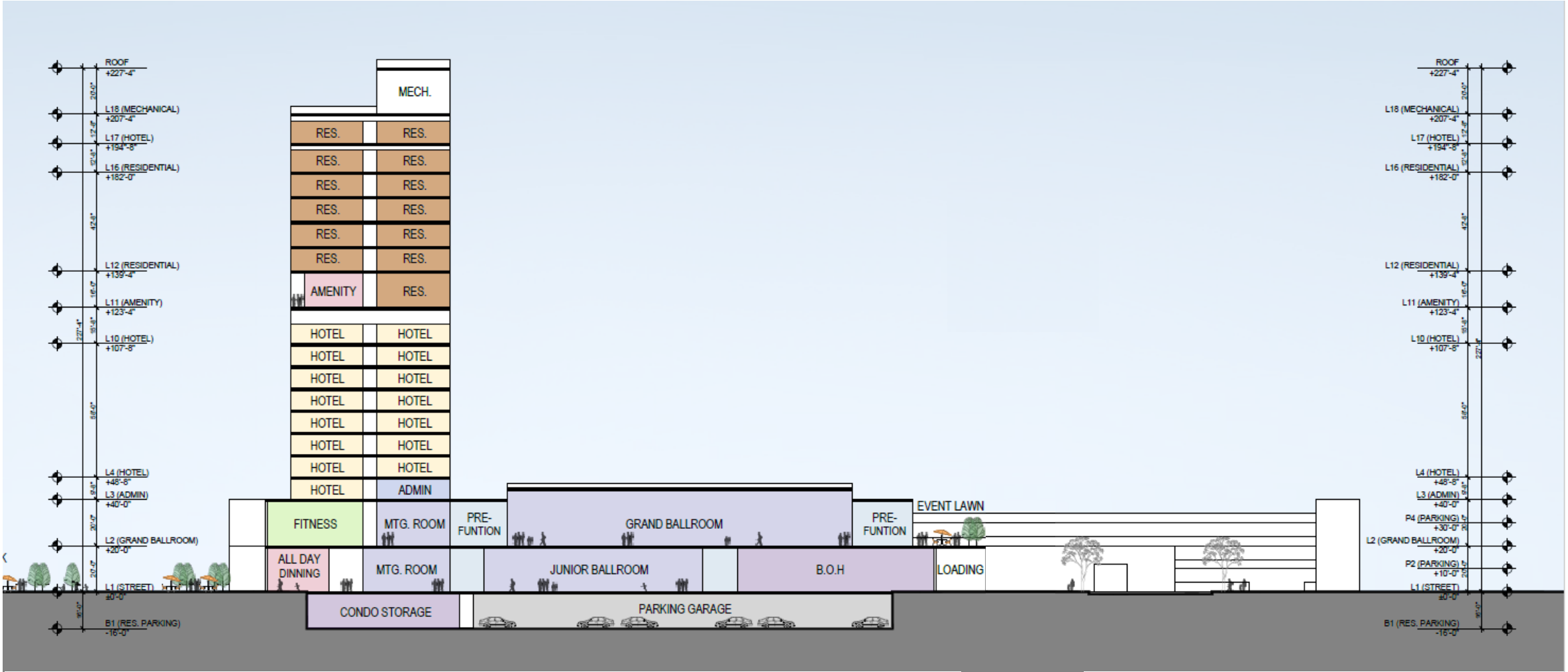
CONCEPTUAL DESIGN: FIRST FLOOR

GROUND-UP
HOTEL, CONDOS, &
CONVENTION CENTER

JW MARRIOTT
CRAIG RANCH



PRELIMINARY STACKING PLAN



\$7+ Billion

GROSS ASSETS
UNDER
MANAGEMENT¹

8,000+

EMPLOYEES ACROSS THE
GLOBE

55+ Years

OPERATING HISTORY

EXPERIENCED REAL ESTATE INVESTORS, OWNERS, AND OPERATORS

Ashford Inc. is a leading alternative asset manager headquartered in Dallas, TX. Ashford invests in and manages more than 140 commercial real estate assets^{2,3} across multiple platforms and a portfolio of strategic operating businesses that provide services to the real estate industry. Ashford's principals have a long track record of success and years of experience investing in and operating real estate.

ASHFORD PORTFOLIO OF COMPANIES



1. Includes Ashford Inc. portfolio companies

2. Includes property assets managed by Ashford Inc. and its affiliates, as well as hotels managed by Remington, a wholly-owned subsidiary of Ashford Inc.

3. Source: Ashford Inc. Company filings, gross assets under management as of June 30, 2024.

ASHFORD, INC.

ADVISED REAL ESTATE PLATFORMS

GROUND-UP
HOTEL, CONDOS, &
CONVENTION CENTER

JW MARRIOTT
CRAIG RANCH



RITZ-CARLTON RESERVE
DORADO BEACH, PR

TRADED HOTEL REIT
LUXURY HOTELS & RESORTS

\$2.7 Billion
GROSS ASSETS⁽¹⁾



MARRIOTT
BEVERLY HILLS, CA

TRADED HOTEL REIT
FULL-SERVICE HOTELS

\$4.6 Billion
GROSS ASSETS⁽²⁾



SUNSET CANYON APTS.
SAN ANTONIO, TX

COMMERCIAL REAL
ESTATE IN TEXAS

\$100 Million
TARGET CAPITAL RAISE⁽³⁾



MANCHESTER RESIDENCE INN
HARTFORD, CT

REG D
PRIVATE PLACEMENT

\$1 Billion
TARGET CAPITAL RAISE⁽³⁾

1) Braemar Hotels & Resorts Total Hotel Assets as of 6/30/2024. Gross assets include accumulated depreciation.

2) Ashford Hospitality Trust filings and data as of 6/30/2024. Assets computed as total assets + accumulated depreciation. AHT derecognized the hotel properties securing the KEYS Pool A and KEYS Pool B loans from their consolidated balance sheet in March 2024.

3) There is no guarantee offering objectives will be met, see PPM for full details.



Craig International is a full-service real estate development company focused on Collin County and the broader North Texas market. The company specializes in services ranging from land development, project management, brokerage services, consulting, and marketing. Their projects include the McKinney Corporate Center, District 121, Hub 121, and broader 2,200-acre master-planned development Craig Ranch in McKinney, TX, as well as the 3,100-acre master planned community Preston Harbor in Lake Texoma and Denison, TX.



MCKINNEY CORPORATE CENTER



DISTRICT 121 MIXED-USE DEVELOPMENT



Horizon Capital is a real estate investment firm focused on acquisitions, and development opportunities throughout Texas. Co-founded by Dave Johnson, previously President of Wyndham Hotels before he co-founded and served as Chairman and CEO of Aimbridge Hospitality, one of the premier hotel management companies in the world, managing over 1,600 hotels. Dave's primary focus is the development, sourcing, and procurement of financing and capital relationships with the goal of achieving long-term, positive results for its investment partners.



TPC GREENSIDE OFFICE, MCKINNEY, TX



SENZA HOTEL, NAPA, CA

INCREASED TAX REVENUES

RECURRING REVENUES	CITY OF MCKINNEY SHARE OF ANNUAL TAX REVENUE (2025 DOLLARS)	
	~10 YEARS POST-CO	THEREAFTER
SALES TAX	\$50,000	\$200,000
AD VALOREM TAX	\$100,000	\$400,000
HOTEL OCCUPANCY TAX	\$500,000	\$2,000,000
TOTAL (ESTIMATED)	\$650,000	\$2,600,000

ADDITIONAL REVENUES

POTENTIAL STATE TAX REBATE SHARING	Chapter 380 agreement contemplates a 50/50 split of any State tax incentive proceeds above \$31M between McKinney and the Developer
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ADDITIONAL BENEFITS

- Lazy river waterpark available to area residents on a day pass
- Conference facility will expand commerce and increase employment in the area by attracting other business activity
- Public relations and economic development benefit of having the only luxury hotel in the North Dallas area
- Enhances the opportunity to maintain the Byron Nelson and other major golf events
- Complementary to other major McKinney development projects including:
 - McKinney National Airport expansion
 - Cannon Beach Surf and Adventure Park
 - Venu Sunset Amphitheater
 - McKinney Corporate Center

MCDC LOAN TERMS	
AMOUNT	\$10,250,000
INTEREST RATE	Effective Federal Funds Rate [Currently 4.33%]
TERM	Start: Construction Commencement End: 8 years after issuance of the Final Certificate of Occupancy for the Project
REPAYMENT EVENTS	(1) Transfer of the Hotel condominium to a Person who is not an Affiliate of the Borrower (2) Any equity distribution resulting from a refinancing after the initial refinancing of the interim construction loan
COLLATERAL	Subordinate Lien Deed of Trust against the Property subordinate only to the First Lien Mortgage
CONDITIONS	Required Commencement Date: December 31, 2026 Required Completion Date: April 30, 2029 With the option to extend to April 30, 2030 as per the 380 agreement All other requirements as specified in the 380 agreement

PROJECT TIMETABLE & BUDGET

380 AGREEMENT MILESTONES

MILESTONE	TARGET DATE
CONDITIONAL LETTERS OF FINANCING	December 31, 2025
CONSTRUCTION COMMENCEMENT	December 31, 2026
CONSTRUCTION COMPLETION	April 30, 2029

Braemar | JW Marriott McKinney at Craig Ranch - Ground-Up Hotel

Project Budget

TOTAL BUDGET					Dec-24					Dec-25					Dec-26					Dec-27					Dec-28					Total									
BUDGET SUMMARY					Amount					\$/Unit					\$/SF					Monthly Spend Trend																			
										338 Units					382k GSF																								
					(290 hotel, 48 condo)																																		
Land Acquisition Costs					4%	12,617,131			37,329			33																		1 Month(s)									
Soft Costs																																							
Pursuit Costs						601,475			1,780			1.57																		4 Month(s)									
Pre-Dev + Construction Soft Costs, Fees, & Contingency						24,876,826			73,600			65																		43 Month(s)									
Total Soft Costs					8%	25,478,301			75,380			67																		47 Month(s)									
Hard Costs																																							
Construction Costs						252,200,000			746,154			660																		24 Month(s)									
Gen. Con., Fees, & Contingency						10,300,000			30,473			27																		24 Month(s)									
Total Hard Costs					81%	262,500,000			776,627			687																		24 Month(s)									
Carry & Financing Costs																																							
Carry Costs					2%	6,510,954			19,263			17																		43 Month(s)									
Financing & Closing Costs					5%	17,466,995			51,677			46																		16 Month(s)									
Total Project Costs					100%	324,573,381			960,276			850																		48 Month(s)									

SOURCES & USES

Project Sources & Uses Summary

Sources of Capital	%	Total	Uses of Capital	%	Total
Senior Construction Note	65.0%	\$ 210,972,698	Land acquisition costs	3.9%	\$ 12,617,131
Subordinate City Loan	3.2%	10,250,000	Soft Costs	7.8%	25,478,301
			Hard Costs	80.9%	262,500,000
GP Equity	2.2%	7,257,131	Carry Costs	2.0%	6,510,954
LP Equity	29.6%	96,093,552	Financing Costs	5.4%	17,466,995
Total Sources	100.0%	\$ 324,573,381	Total Uses	100.0%	\$ 324,573,381

PROJECT CASH FLOWS

INVESTMENT SUMMARY (\$)

Year Ending	Dec-24	Dec-25	Dec-26	Dec-27	Dec-28	Dec-29	Dec-30	Dec-31	Dec-32	Dec-33	
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Total
Development Costs											
Land Acquisition Cost	–	(12,617,131)	–	–	–	–	–	–	–	–	(12,617,131)
Development Cost	(60,563)	(4,433,113)	(12,762,383)	(161,559,190)	(115,674,006)	–	–	–	–	–	(294,489,255)
Incentives											
Key Money (Remington & Marriott)	–	–	–	–	4,000,000	–	–	–	–	–	4,000,000
MCDC Grant	–	–	–	–	25,000,000	–	–	–	–	–	25,000,000
MEDC Reimbursement	–	–	–	–	2,000,000	–	–	–	–	–	2,000,000
Boundary Consultants	–	–	–	–	(500,000)	–	–	–	–	–	(500,000)
Operations											
Cash Flow From Hotel	–	–	–	–	1,122,106	13,775,406	17,563,809	20,292,431	20,781,443	7,088,821	80,624,017
Condo Sales Proceeds	–	–	–	–	40,956,731	57,829,555	34,181,244	–	–	–	132,967,530
Hotel Sale Proceeds	–	–	–	–	–	–	–	–	–	245,802,100	245,802,100
Debt Financing											
Senior Loan	–	–	–	81,385,685	88,630,282	(24,553,608)	–	13,134,159	–	(158,596,518)	0
Senior Loan Fees	–	–	–	(2,109,727)	–	–	–	–	–	–	(2,109,727)
Senior Loan Interest	–	–	–	(1,319,860)	(14,788,503)	(12,920,976)	(12,745,810)	(12,210,412)	(10,142,951)	(3,797,427)	(67,925,939)
MCDC Loan	–	–	–	10,250,000	–	–	–	–	–	(10,250,000)	–
MCDC Loan Interest	–	–	–	(124,400)	(356,078)	(368,679)	(378,515)	(386,433)	(395,012)	(132,175)	(2,141,293)
Distributions to Equity Holders	(60,563)	(17,050,244)	(12,762,383)	(73,477,493)	30,390,532	33,761,699	38,620,728	20,829,745	10,243,480	80,114,800	110,610,301

*Hotel projected to open in Dec 2028

