



MEREHA

Advisory Presentation
2026



MEREHA GROUP

Integrated Real Estate, Hospitality & Investment Platform



Advisory & Strategy

Mereha Advisory

Strategic advisory, asset management and restructuring mandates for sovereign wealth funds, institutional investors and family offices across real estate and hospitality.

www.Mereha.com

Asset Management · Operator Selection ·
Development Advisory



Development & Projects

Mereha Developments

Investment and development platform for hospitality-led mixed-use, branded residential and resort projects. Co-invests with clients across Europe, MEA and the Americas.

www.merehadevelopments.com

Development · Co-Investment · Branded
Residential · Resort Destinations



Hospitality & Branding

Babylon Hospitality

Disruptive hotel management, concept development and brand creation. Operates Can Bordoy Grand House (Mallorca), Billionaire Resort (Kenya) and a growing luxury portfolio.

www.babylonhospitality.com

Hotel Operations · Brand Creation · F&B
Innovation · Property Management



Real Estate Investments

Privaat Real Estate

Curated private real estate vertical focused on high-value residential and mixed-use assets, serving family offices and HNW clients seeking institutional-grade opportunities.

www.privaat.ae

Residential Investments · Mixed-Use ·
Family Office Services



MEREHA

We are MEREHA

MEREHA Advisory is an award-winning boutique advisory that provides strategic advice and guidance to investors, owners, developers and funds, with a special focus on leisure, tourism, hospitality, media and entertainment.

Our experienced management team are all business leaders following years of experience with leading hotel groups, entertainment and development companies, asset owners and sovereign wealth funds.

Our executive team are proven within their fields and bring substantial international know-how to the table with in-depth knowledge and hands-on experience of Europe, Middle East, North Africa, Asia and the Americas.

MEREHA team has been involved with the development, ownership and management of some of the most iconic assets such as Atlantis the Palm and Atlantis the Royal, Peninsula Hotels, Four Season, Raffles Hotel and Hilton to name a few, as well as numerous large scale mixed-use developments such as City Center Washington DC, as well as Cinemas and Distribution companies.

Our team members also have significant board level experience following appointments at property and operating companies, as well as investment committees.

In choosing to work with MEREHA you will engage directly with our executive team and gain the full benefits of a global network and a deep understanding of the sectors we advise in.

We like to consider ourselves a trusted extension to your existing team structure where we complement and add value to your organization, working with you and for you. We take pride in supporting you to shape, enhance, drive, and protect asset values and operating performance.





GLOBAL EXPERIENCE



“MEREHA and its principles has Operated, Developed, Asset Managed, Transacted and Supervised real estate assets globally”





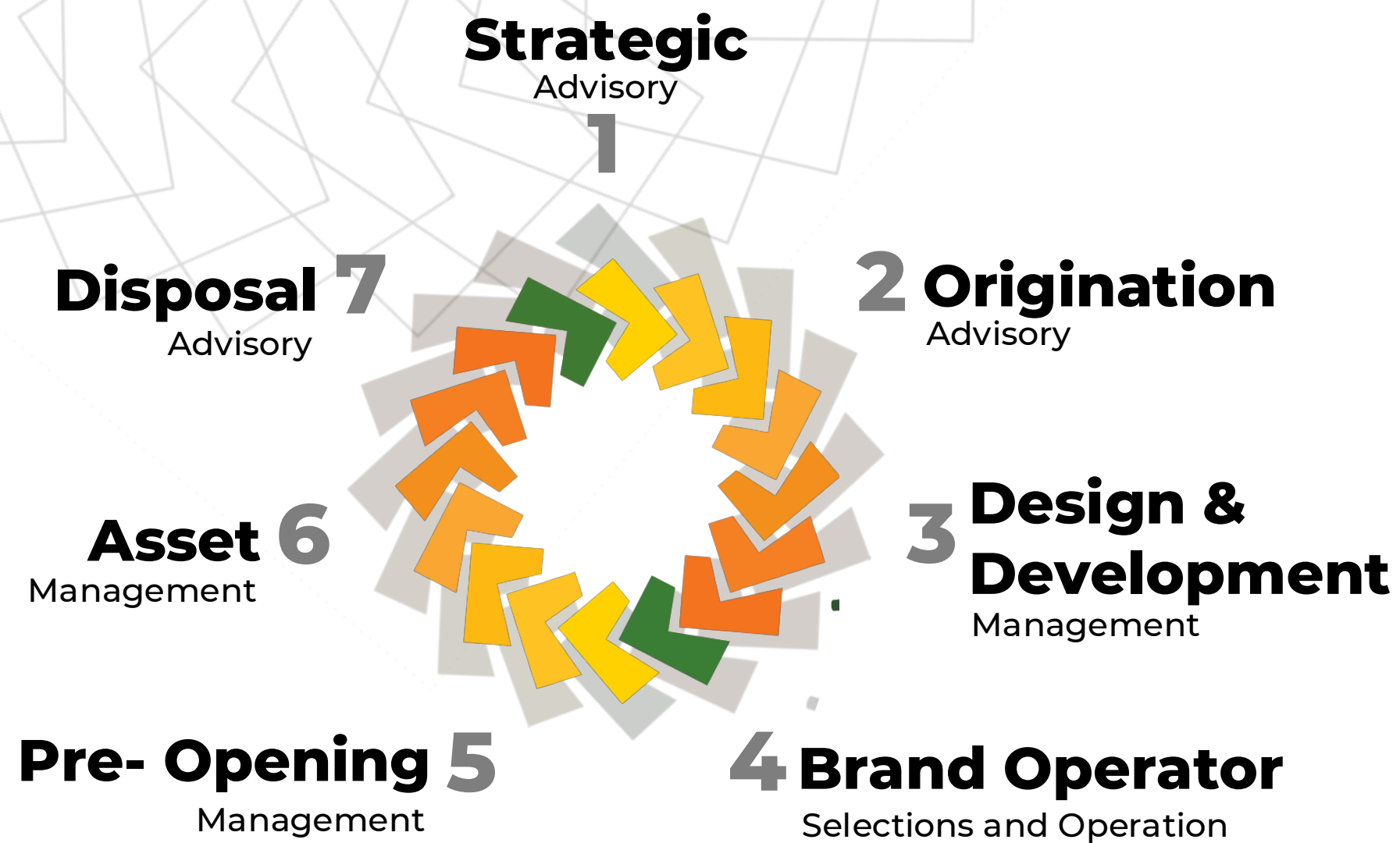
MEREHA

OUR METHODOLOGY AND SERVICES





MEREHA



Full Lifecycle Strategic Advisory



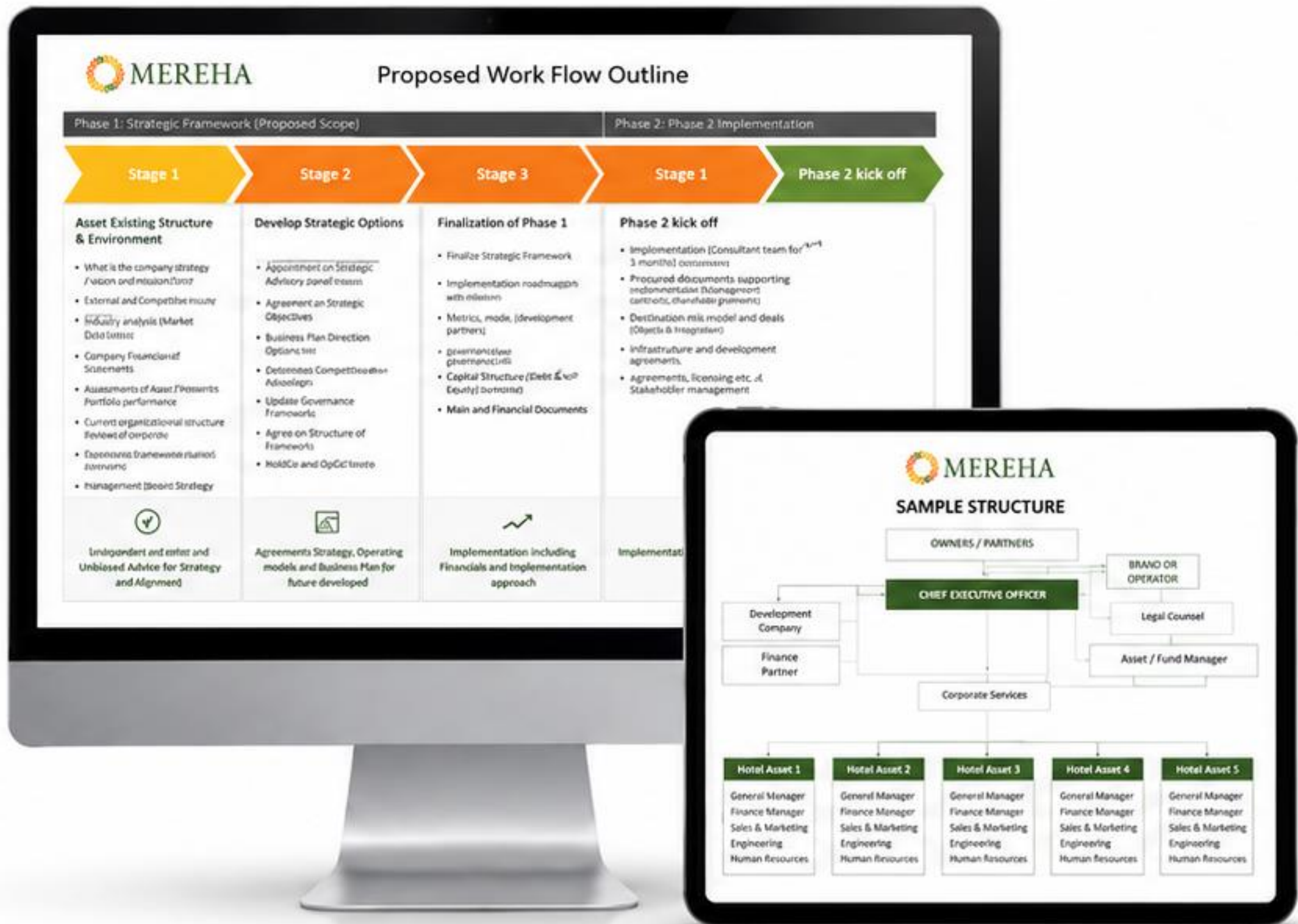


Strategic Advisory



- ✓ Advice on portfolio strategy and associated business plans.
- ✓ Advice, supervise, monitor and review strategic plans at asset and portfolio level.
- ✓ Advice optimal capital structures at asset and portfolio level.
- ✓ Advice and review corporate and asset level organizational structures, operating models and governance frameworks.
- ✓ Advice on asset or portfolio exit strategies (JV's, fund structure, asset disposals).
- ✓ Advice and sourcing of corporate and asset level debt and equity partners.
- ✓ Advice and execution of establishing independent hotel management companies.
- ✓ Operational turn arounds

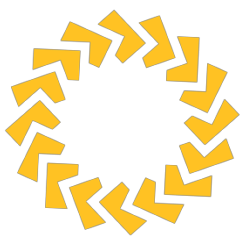
 Drawing on Mereha's team expertise across hospitality, real estate and destination advisory, we provide full lifecycle support—from concept ideation and stakeholder planning to capital structuring, revenue optimization and operational turnaround.





Origination Advisory



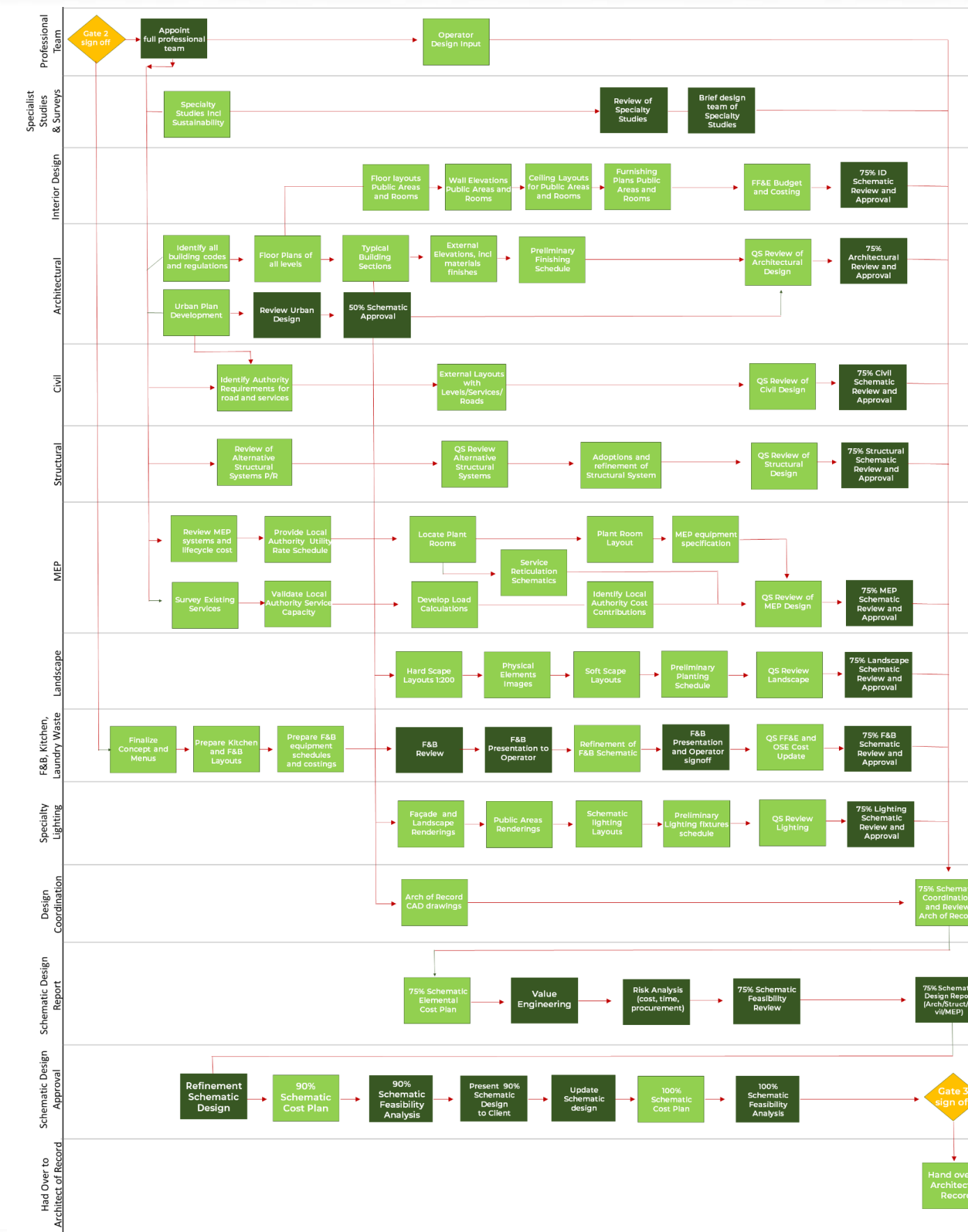


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Design & Development Management



- ✓ Apply a proven stage-gate development framework to ensure robust risk management throughout the development lifecycle.
- ✓ Assess hospitality readiness to support efficient masterplanning, infrastructure coordination, and delivery alignment.
- ✓ Define the development vision and strategy, including preparation of comprehensive development and design briefs.
- ✓ Advise on, review, and oversee feasibility studies, development budgets, and investment appraisals for both internal and external stakeholder requirements.
- ✓ Identify, appoint, and manage project consultants, while establishing effective development team structures and governance.
- ✓ Review and manage design documentation to unlock value-enhancement opportunities while ensuring operational requirements are fully integrated.
- ✓ Advise on optimal holding structures and capital structuring.
- ✓ Source and evaluate debt and equity partners.
- ✓ Advise on, manage, and monitor development and project teams across the delivery process.
- ✓ Support contractor selection and supervise contractor performance.





Hotel Operator Selections



- ✓ Our proven operator selection framework creates a disciplined and competitive process designed to protect owner interests and enhance long-term asset value through rigorous commercial and legal negotiations.
- ✓ Drawing on international experience negotiating hotel management agreements across a broad range of global operators, we apply best-practice tendering, evaluation, and negotiation approaches tailored to each client’s objectives and project requirements.
- ✓ Where required, we can rapidly mobilize a trusted panel of specialist legal advisers to support the negotiation and documentation of hotel management and related operating agreements.
- ✓ We align the operator selection process with the wider development programme to ensure that commercial, legal, and delivery risks are identified early and managed proactively.

MEREHA

Selection Process Phase 1 – Brand Matrix

Ultra Luxury	Luxury	Upper Upscale	Upscale	Mid Market	Budget
AMAN	BELMOND	WALDORF ASTORIA HOTELS	MARRIOTT	HYATT PLACE	ibis
FOUR SEASONS	ROSEWOOD HOTELS & RESORTS	CONRAD HOTELS & RESORTS	Hilton	aloft	ibis STAYS
THE RITZ-CARLTON	STREGIS	LXR HOTELS & RESORTS	RENAISSANCE HOTELS	FOUR POINTS BY SHERATON	ibis Budget
STX SENSES	THE CHEDI	INTERCONTINENTAL HOTELS & RESORTS	WESTIN	Fairfield BY MARRIOTT	moxy
THE PENINSULA HOTELS	Raffles	SOFITEL	COURTYARD BY MARRIOTT	Holiday Inn	RED
One&Only	Jumeirah	LE MERIDIEN	DOUBLETREE by HILTON	WYNDHAM GARDEN	Radisson
BANYAN TREE	ANANTARA HOTELS & RESORTS	GRAND HYATT	NOVOTEL		park inn by Radisson

Note: This is a non-exhaustive list that will be refined and developed in accordance with the project needs.

MEREHA

Policies and Procedures Manual
Hotel Operator

Document Name	Policies and Procedures Manual
Version No.	2.0
Document Classification	Confidential
Issue / Effective Date	15 May 2024
Prepared by	Mereha Advisory
Page	1 of 121





Pre-Opening Management



- ✓ Review and advise on the pre-opening critical path and mobilization checklist.
- ✓ Review, negotiate, and advise on pre-opening and first-year operating budgets.
- ✓ Review and advise on FF&E and OS&E procurement and installation readiness.
- ✓ Support the interview and selection process for proposed key hotel leadership roles.
- ✓ Review, monitor, and advise on all required operating licenses and statutory approvals.
- ✓ Support and advise during commissioning and snagging preparation activities.
- ✓ Advise on the establishment of a fixed asset register with appropriate account mapping.
- ✓ Monitor and help ensure contractual compliance across the pre-opening process.





Asset Management

Our team are founders of Hotel Asset Management Association (HAMA) MEA
Our Team are certified hotel asset managers (CHAM) and Revenue Manager



Mereha Services

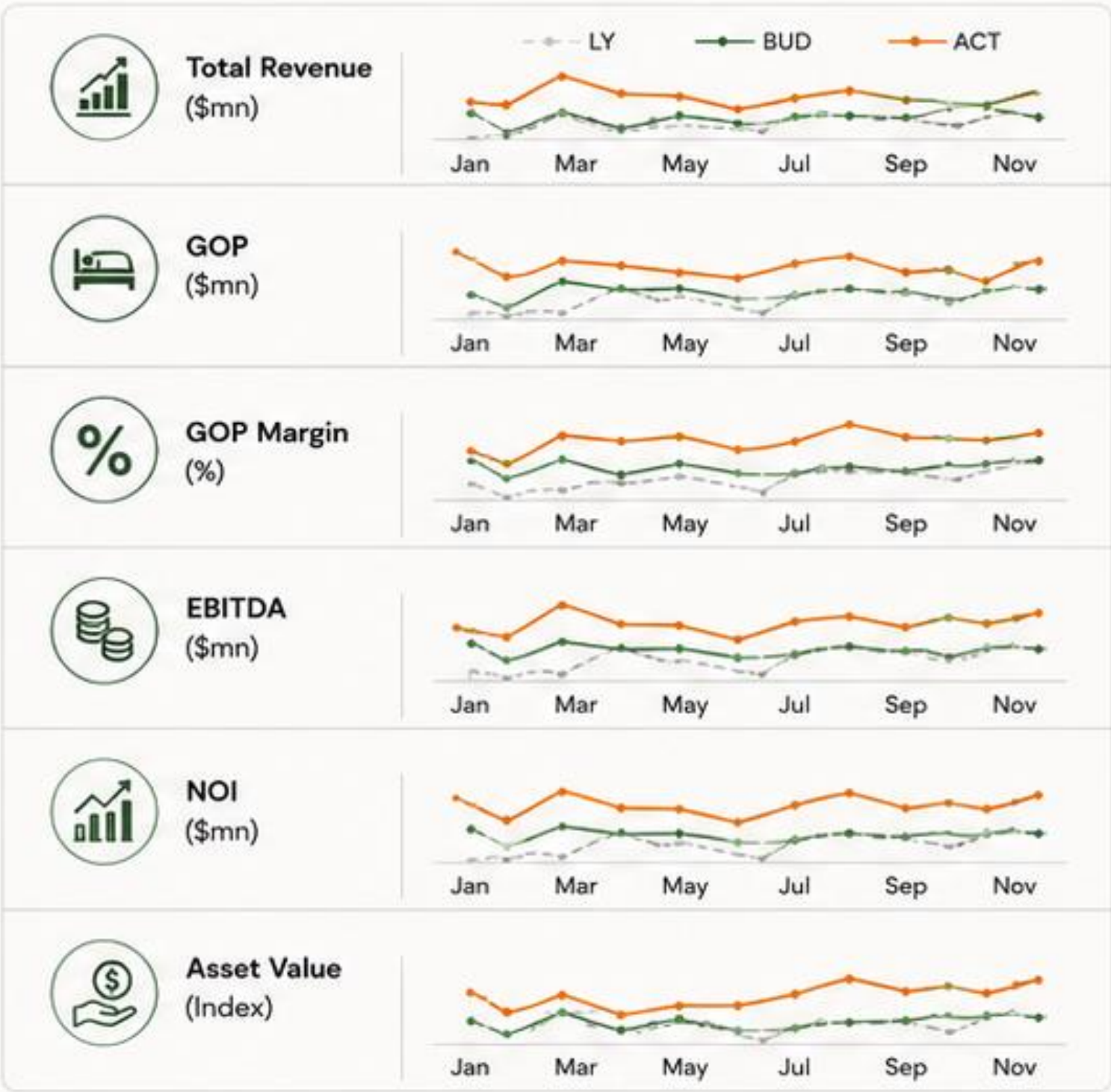
- OPERATIONAL REVIEWS AND REGULAR MANAGEMENT MEETINGS
- LONG TERM STRATEGIC ASSET MANAGEMENT PLANS AND VALUE ENHANCEMENT OPPORTUNITIES
- BUDGET PLANNING AND PERFORMANCE REVIEWS
- CAPITAL EXPENDITURE CONTROL AND MONITORING
- CONTRACT COMPLIANCE ASSERT PRESSURE TO DELIVER
- CASHFLOW MONITORING / DEBT MANAGEMENT / OWNER ACCOUNTING

Mereha Methodology



Asset Reporting Value Improvements Asset Preservation

EBITDA Act vs. Bud & Act vs. LY – \$mn





Asset Management – Supply Chain



Procurement Transformation

1

Procurement 7
Asset Management

2 Procurement
Set up

Supply Chain 6
Risk management

3 Opportunity
Assessment

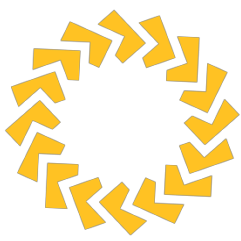
Construction 5
Supply chain and setup

4 Strategic
Cost Management

Our Process: We will provide you with an in-depth cross-functional review that is fully aligned with your overall business strategy.

- We generally begin with **budget and target-setting**, which entails establishing project objectives, quarterly and annual budgets, an annual procurement savings target, and periodic updates to quarterly budgets as needed.
- We will **define** the operating plan and set category strategies, savings targets, and propose sourcing and program calendars.
- **Executing** the operating plan encompasses a review of category and supplier performance, a review of property implementation, and collecting customer feedback.
- This enables you to **track and validate** EBITDA/financial impact, as well as reconcile shortfalls, book an accurate EBITDA/final project cost and understand the impact each quarter, revise the budget as needed, and review and control results with leadership.





Disposal Advisory



- ✓ Advice and development of disposal strategies in function of the assets strengths, weaknesses and outlook to support our clients in making informed sell vs hold decisions.
- ✓ Advice on sell strategy, including advice, identification of and management of suitable and appropriate deal team.
- ✓ Advice and supervise the production of compelling marketing materials and investment memorandums for the asset / portfolio.
- ✓ Subject to sell strategy, support our clients with the marketing of the asset
- ✓ Review and identify potential buyer types and targets
- ✓ Advice, support and negotiation of MOU's and sales and purchase agreements ("SPA's")
- ✓ Support in closing out post closing conditions precedents





MEREHA

MEREHA EXPERIENCE

CASE STUDIES

“MEREHA and its principles has Operated, Developed, Asset Managed, Transacted and Supervised real estate assets globally”





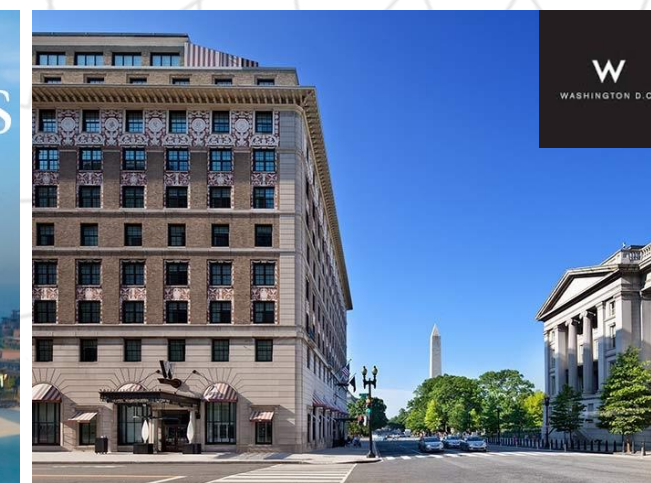
Operation – Asset Management – Strategy – Corporate

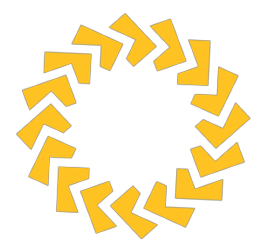
Corporate Experience

- ✓ InterContinental Hotel Group plc
- ✓ Fairmont Raffles Hotels International, Toronto, Canada
- ✓ Melia Hotels International , Spain
- ✓ Hilton Hotels and Resorts
- ✓ Dubai Holding / Jumeriah Hotels and Resorts
- ✓ Omran
- ✓ Investment Corporation of Dubai
- ✓ Qatari Diar Investment & Development Company
- ✓ Majid Al Futtaim
- ✓ Elan Media
- ✓ Emaar Entertainment
- ✓ Hongkong and Shanghai Hotels

Single Asset Experience

- ✓ Atlantis the Palm Dubai, UAE
- ✓ Raffles Singapore, Singapore
- ✓ Royal Monceau Paris, France
- ✓ Mandarin Oriental, New York, USA
- ✓ Kempinski Mall of the Emirates, Dubai, UAE
- ✓ W Washington DC, Washington, USA
- ✓ Grand Hotel Stockholm, Sweden
- ✓ Hotel Eden Au Lac, Zurich, Switzerland
- ✓ Hotel Schweizerhof Bern, Switzerland
- ✓ Burj Al Arab, Dubai, UAE
- ✓ Maia Resort, Seychelles
- ✓ Jabal Akdar Resort & Spa Oman
- ✓ San Mei Bay, Hainan Island, China
- ✓ Pullman Deira City Center, Dubai, UAE
- ✓ Jumeirah Essex House, New York, USA
- ✓ Madinat Jumeirah Hotel and Leisure, Dubai, UAE
- ✓ Jumeirah Emirates Towers, Dubai, UAE
- ✓ Jumeirah Beach Hotel, Dubai, UAE
- ✓ Peninsula New York, USA
- ✓ Can Bordoy, Palma, Spain
- ✓ Sheraton, Dubai, UAE
- ✓ IBIS Novotel, Dubai, UAE





Mixed Use Projects – Acquisitions and Development

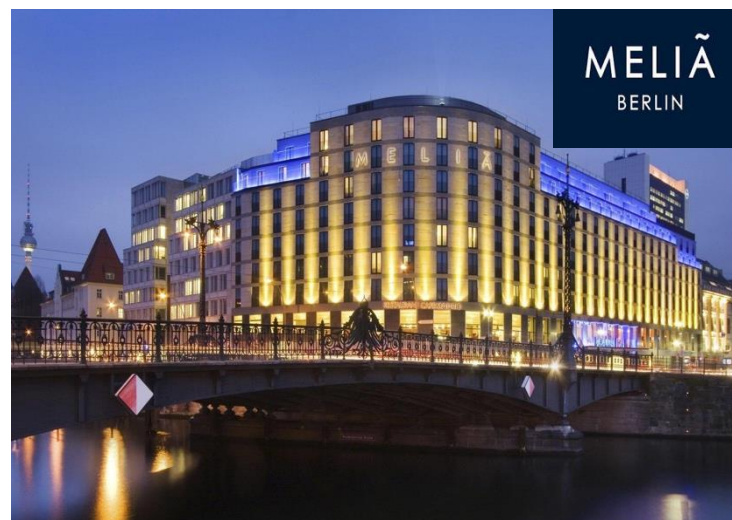
- ✓ St Regis Cairo, Egypt
- ✓ Atlantis The Royal, Dubai, UAE
- ✓ City Centre DC, Washington DC, USA
- ✓ Al Houara, Tangiers, Morocco
- ✓ Tripoli Waterfront, Tripoli, Libya
- ✓ Sharm El Sheikh development
- ✓ Lusail City, Doha, Qatar
- ✓ Burgenstock Resort, Luzern, Switzerland
- ✓ Plavi Horizonti, Tivat, Montenegro
- ✓ Sea Pearl Atakoy, Istanbul, Turkey
- ✓ Cayo Largo Resort, Cayo Largo, Cuba
- ✓ Ras Al Hadd Resort, Oman
- ✓ Diar Dushanbe, Tajikistan
- ✓ East Village, London, UK
- ✓ Chelsea Barracks, London, UK
- ✓ Deira Enrichment project, Dubai, UAE
- ✓ One Zabeel, Dubai, UAE
- ✓ Falcon City of Wonders, Dubai, UAE
- ✓ Port Tarraco Marina and Retail, Tarragona, Spain
- ✓ Jabal Omar, Makkah, KSA
- ✓ Madinat Al Erfan, Muscat, Oman
- ✓ V&A Waterfront, Capetown, South Africa
- ✓ Mina Sultan Qaboos Waterfront, Muscat, Oman
- ✓ Red Sea Development Company, KSA
- ✓ Peak Tower and Tram, Hongkong
- ✓ Actventure integrated leisure resort, Sunshine Coast, Australia





Single Asset– Acquisition, Development and Disposal

- ✓ Raffles Singapore, Singapore
- ✓ Peninsula Paris, Paris, France
- ✓ Sheraton Mall of the Emirates, Dubai, UAE
- ✓ IBIS & Novotel Deira City Centre, Dubai, UAE
- ✓ Pullman Deira City Center, Dubai, UAE
- ✓ IBIS Hotel and Office, Rigga Rd, Dubai, UAE
- ✓ IBIS and Adagio Suites, Al Barsha, Dubai, UAE
- ✓ Melia Hotel Luxembourg, Luxembourg
- ✓ Melia Hotel Berlin, Germany
- ✓ Antantara Tozeur desert resort, Tozeur, Tunisia
- ✓ TRYP Oberhausen, Germany
- ✓ Westin & Le Meridien, Bahrain City Centre
- ✓ Kempinski the Wave, Oman
- ✓ Shangri La, Dubai, UAE
- ✓ Hotel Schweizerhof, Bern, Switzerland
- ✓ Hotel Royal Savoy, Lausanne, Switzerland
- ✓ Gallia Hotel, Milano, Italy
- ✓ Raffles Le Royal Monceau, Paris, France
- ✓ Atlantis staff accommodation, Dubai, UAE
- ✓ Aloft Deira City Center, Dubai, UAE
- ✓ Hilton Garden Inn, Dubai, UAE
- ✓ Langham Hotel Shanghai, China
- ✓ Peninsula Tokyo, Japan
- ✓ Peninsula Club & Residences, Shanghai, China
- ✓ Peninsula Chicago, USA
- ✓ Hard Rock Hotel, Chicago, USA
- ✓ Peninsula Beverly Hills, Los Angeles, USA





BACKGROUND/ CONTEXT Masterplan business planning for a Red Sea multi resort development, including establishing international benchmarks, initial governance and operating model and establishing asset level financial performance indicators



PROJECT OBJECTIVES

- Establish a world class luxury resort destination
- Masterplan business planning
- Preliminary brand strategy
- Preliminary Operating Model



KEY RESULTS & FINAL OUTCOMES:

- Agreed preliminary masterplan business plan, with associated governance and operating model and brand operator outreach strategy, allowing project to move to next design and planning stage.

CLIENT NAME

- Confidential

INDUSTRY/ SECTOR

- Tourism / Hospitality

COUNTRY

- KSA

CLIENT DESCRIPTION

- Sovereign backed Real Estate Development Company

PROJECT NAME

- Confidential



APPROACH/ METHODOLOGY/ KEY DELIVERABLES:

- Establishing international destination benchmarks.
- Deliver preliminary business planning and financial appraisal to allow informed masterplan decisions.
- Establish and identify key hotel operator outreach strategy.
- Establish initial governance and operator model.





BACKGROUND/ CONTEXT Engaged to establishing the hotel asset management function and holding structure for Dubai’s sovereign wealth fund comprising at the time 2,200 keys and \$US 2.5bn market value.



PROJECT OBJECTIVES

- Establish dedicated holding company for hospitality assets.
- Establish asset management function to drive performance enhancement.
- Deliver business plan on development assets.



KEY RESULTS & FINAL OUTCOMES:

- Established tax efficient holding structure
- Grew portfolio to \$2.5bn in market value
- Effective Asset Management ensured up to 70% value increase on individual assets, which allowed refinancing assets at favorable terms reducing financing costs by 200bp through improved LTV’s
- Lead the Royal Atlantis development from master planning to contractor appointment, secured \$750mn project financing.

CLIENT NAME

- ICD

INDUSTRY/ SECTOR

- Real Estate / Hospitality

COUNTRY

- UAE

CLIENT DESCRIPTION

- Dubai Sovereign Wealth fund

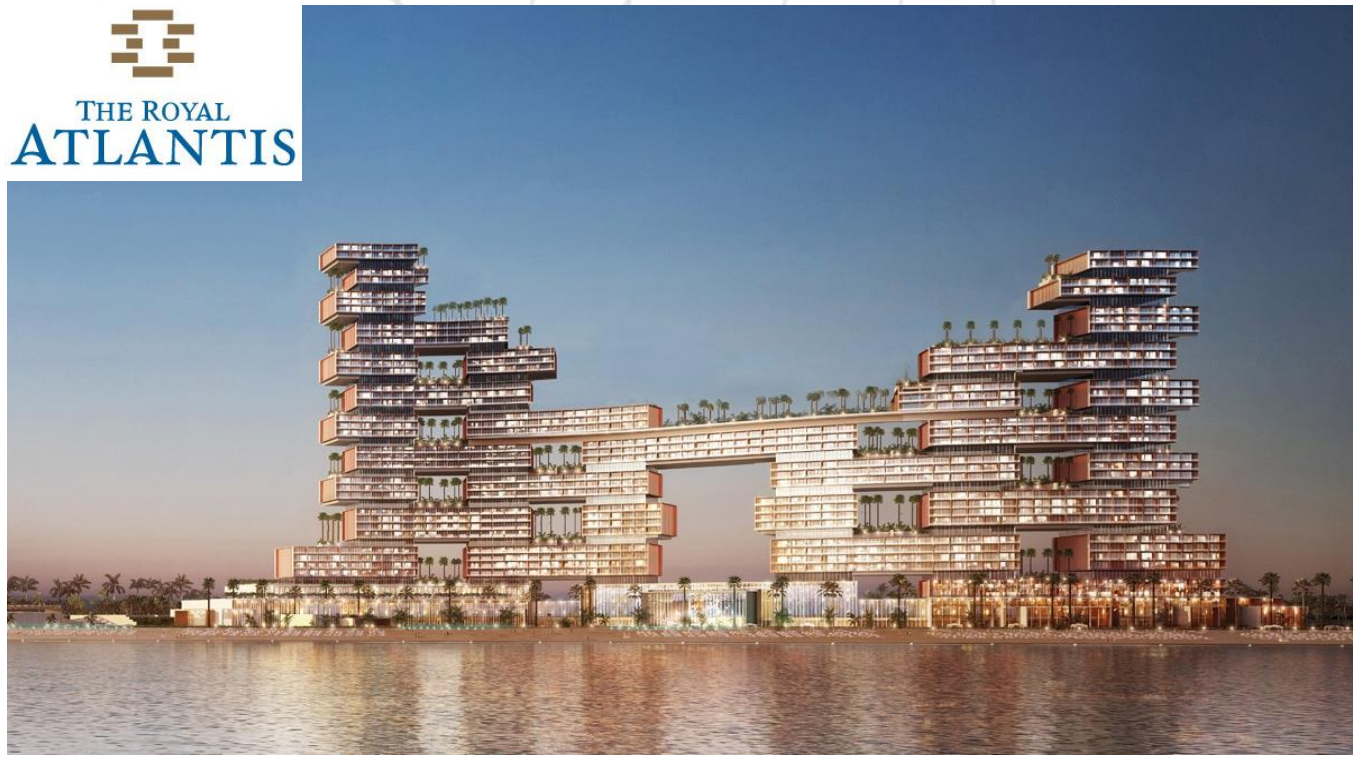
PORTFOLIO ASSETS

- Atlantis the Palm, Dubai
- Mandarin Oriental NYC
- W Washington DC
- One & Only Cap Town
- One & Only Palmilla
- 10 development assets Dubai, including Atlantis the Royal



APPROACH/ METHODOLOGY/ KEY DELIVERABLES:

- Establish hospitality holdco and tax efficient subsidiary / SPV structures for hospitality assets.
- Post acquisition integration and asset management of portfolio assets.
- Establish governance model and hired a lean and high caliber asset management team.
- Establish best in class, in house hotel asset management function across portfolio.
- Establish business plan and hospitality strategy for 10 hotels in Dubai, including managing Royal Atlantis, hospitality assets within Deira Enrichment project and One Zabeel development Dubai.





BACKGROUND/ CONTEXT As part of corporate restructuring team established and updated the asset management, property management and facility management operating and governance model for Qatari Diars global portfolio spanning over 15 countries with AUM of \$35bn, including Lusail City.



PROJECT OBJECTIVES

- Establish Global Asset Management governance framework
- Develop asset management KPI's reporting framework across portfolio companies, based on balance scorecard



APPROACH/ METHODOLOGY/ KEY DELIVERABLES:

- Identifying and assessing effectiveness of existing governance model.
- Assessing governance structure against international benchmarks.
- Defining suitable operating and governance model for portfolio companies including, organizational structure and reporting framework of portfolio companies.
- Implementing new governance model.



KEY RESULTS & FINAL OUTCOMES:

- Completed and implemented revised Asset Management Governance Model & Strategy.
- Adopting a decentralized model, allowing regional division (and respective regional boards) to have management authority within established annual and project budgets and delegated authority.
- Increase operational effectiveness and reporting transparency across the organization.



CLIENT NAME

- Qatari Diar

INDUSTRY/ SECTOR

- Real Estate

COUNTRY

- Global

CLIENT DESCRIPTION

- Sovereign Investment and Development company

PORTFOLIO ASSETS (sample)

- Lusail City, Qatar
- City Center DC, USA
- Chelsea Barracks, UK
- Al Houara, Morocco
- Burgenstock, Switzerland





BACKGROUND/ CONTEXT Hospitality lead withing the 1mn sq meter master planned mixed used development comprising regional sized shopping mall, street retail, residential, commercial office space, hospitality offerings and civic uses.



PROJECT OBJECTIVES

- Master planning and and coordination of a 1mn sq meter development site in the outskirts of Damascus.
- Identify suitable and commercially viable hospitality mix within mixed used environment

CLIENT NAME

- Majid Al Futtaim

INDUSTRY/ SECTOR

- Real Estate / Hospitality

COUNTRY

- Syria

CLIENT DESCRIPTION

- Regions largest privately held retail conglomerate

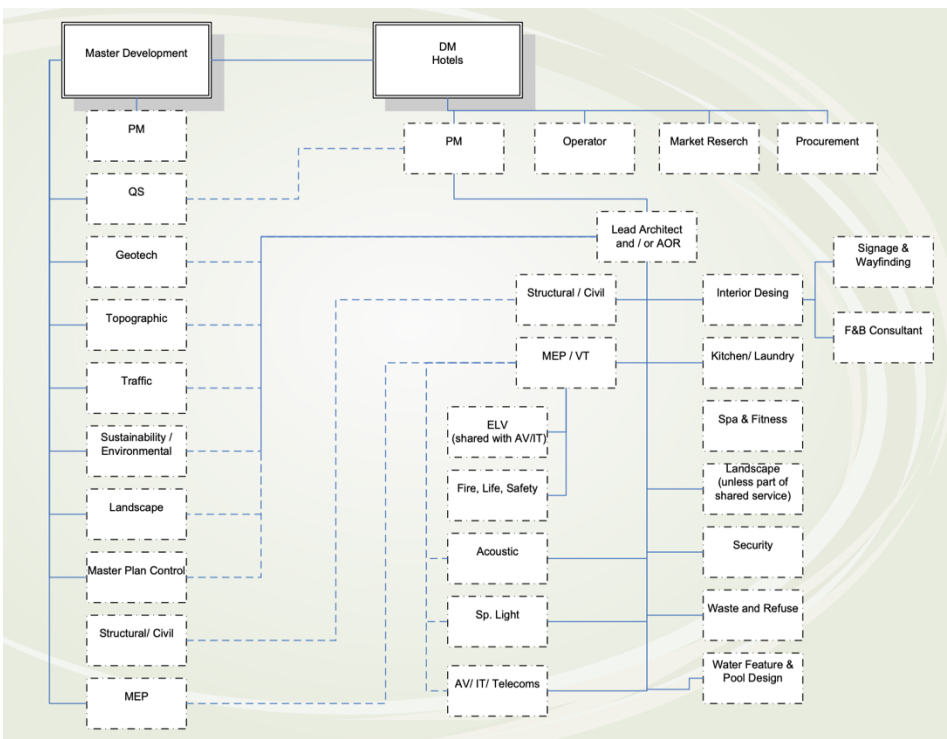
PROJECT NAME

- Sabboura, Damascus, Syria



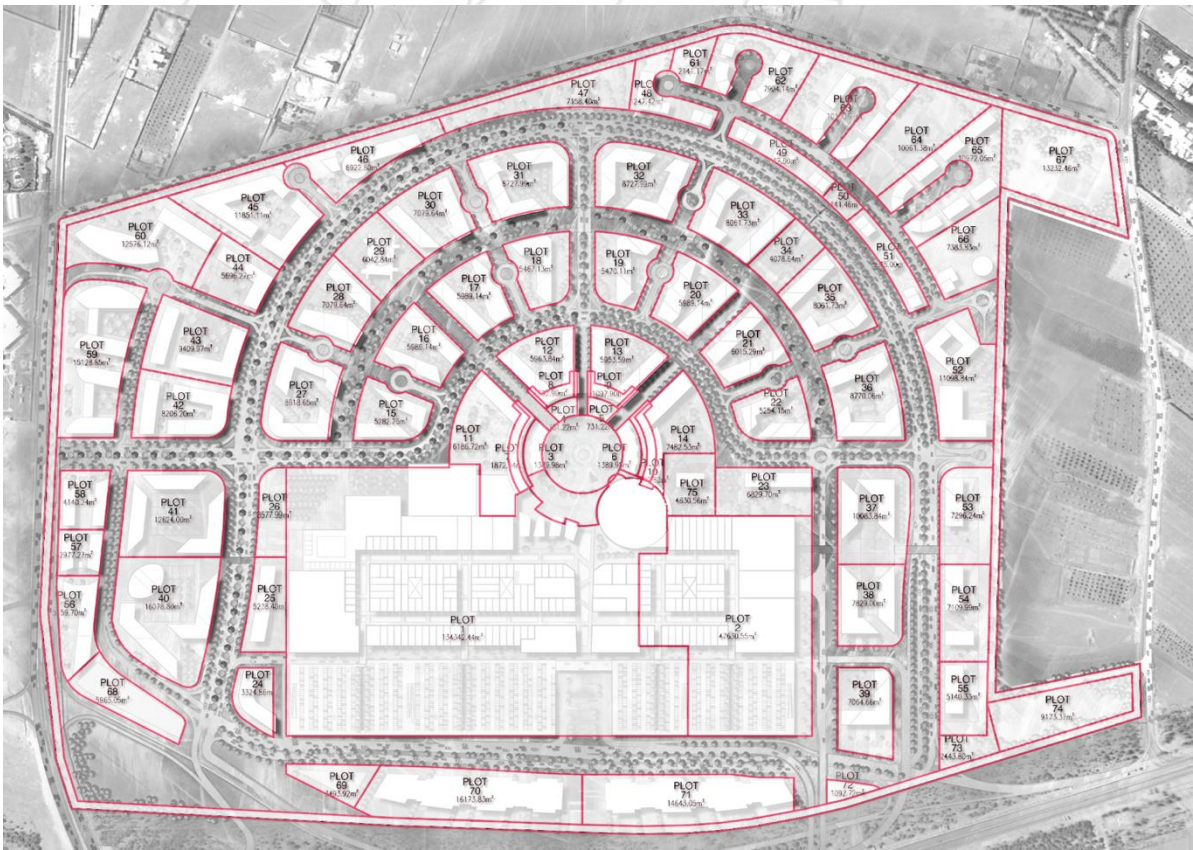
APPROACH/ METHODOLOGY/ KEY DELIVERABLES:

- Adopting a streamlined development process in accordance with development stage gate process; validating development financial hurdle requirements at each design and development stage gate, both at a master community level and asset class level.
- Asset class development lead of each asset class with city wide planning committee to ensure that synergetic effects between asset classes are captured and maximized whilst ensuring long term value creation at individual asset level.



KEY RESULTS & FINAL OUTCOMES:

- Completed concept masterplan with plot subdivisions and masterplan architectural guidelines.
- Completed concept design and financial feasibility study for the 6 hotel components identified within the masterplan.
- Secured brand operators through competitive RFP process.





BACKGROUND/ CONTEXT We were approached to set up an effective Asset Management discipline focused on developed and proposed Hospitality and Leisure assets which were used to drive the AlUla narrative and positioning, integral to four masterplans with planning horizon of over 20 years – financial feasibility and development cost recovery. Brand acquisition



- PROJECT OBJECTIVES**
- Define Hospitality Requirements –phased Masterplan
 - Define implementation plan –Commercial recoveries
 - Identify and acquire Brand Operators –
 - Provide infrastructure and support capabilities



- KEY RESULTS & FINAL OUTCOMES:**
- Signed significant Luxury Brand Operators (6)
 - Aman Hotels (3)
 - Banyan Tree Resort
 - Habitas
 - Fairmont
 - GHM
 - Azulik
 - Develop and implement Adoption & Recovery Strategy



- APPROACH/ METHODOLOGY/ KEY DELIVRABLES:**
- Define Opportunities –Adopt Masterplan
 - Define Stakeholders - Create Comms strategy and capability
 - Define Constraints - Risk Analysis & Mitigation Plan
 - Define Execution Plan - Create and Implement RASCI table

CLIENT NAME

- Royal Commission of AlUla

INDUSTRY/ SECTOR

- Public Sector

COUNTRY

- KSA

CLIENT DESCRIPTION

- Government entity responsible for the further development of the AlUla region

PROJECT NAME

- AlUla Masterplan



BACKGROUND/ CONTEXT The Tourism and Hospitality function as a key pillar in the Regional strategy was involved in the development of individual district plans (4) containing Visitation and Demand drivers –defining comprehensive range of facilities and destinations to activate under a phased roll out of both temporary and permanent Hospitality and Tourism elements



PROJECT OBJECTIVES

- Develop Concept -Key visitation drivers
- Define Hospitality and other stakeholders requirements
- Define implementation plan –Milestones and Targets
- Identify and Specify infrastructure and support capabilities



KEY RESULTS & FINAL OUTCOMES:

- Adoption of the AlUla Journey Through Time
- Based on the individual Masterplans developed

The Journey Through Time: A master plan for preserving and sustainably developing Saudi Arabia's ancient AlUla

JONATHAN GORNALL
07 April 2021



A panoramic view of the Dadan District. Crown Prince Mohammed bin Salman, chairman of the Royal Commission for AlUla (RCU), unveiled The Journey Through Time - the latest plan for the region. (Supplied)



APPROACH/ METHODOLOGY/ KEY DELIVERABLES:

- Develop and endorse practical key elements of MP based on agreed Vision and Objectives
- Deconstruct Masterplan targets into execution plans with multiple stakeholders –issues and requirements
- Identify Enablers and Resource Requirement –constraints and criteria
- Implement phased development program Infrastructure Planning – Tourism Strategy
- Identify potential capabilities and service providers



CLIENT NAME

- Royal Commission of AlUla

INDUSTRY/ SECTOR

- Public Sector

COUNTRY

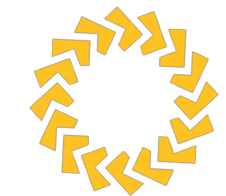
- KSA

CLIENT DESCRIPTION

- Government entity responsible for the further development of the AlUla region

PROJECT NAME

- AlUla Masterplan





BACKGROUND/ CONTEXT Evaluate and optimize the portfolio of existing hotel assets commercially and operationally - involve in procuring additional operators for pipeline developments –complete commercial negotiations



PROJECT OBJECTIVES

- Deliver improved performance on existing assets
- Select additional Brand Operators for pipeline projects appropriate to the location



KEY RESULTS & FINAL OUTCOMES:

- 24 Hotel Towers surrounding Kabbah, Makkah, KSA
- Manage multiple brand operators and report performance
- Hilton, Conrad, Marriott, Hyatt, Sheraton
- Acquire new operators for pipeline through structured selection process with optimum Commercial Fees
- Jumeirah
- Rotana



APPROACH/ METHODOLOGY/ KEY DELIVERABLES:

- Operator Selection and Negotiation of Commercial Fees
- Preopening , Procurement and Marketing Co-ordination
- Refinancing and Asset Restructuring
- Brand Transitions.- Operator Selections
- Ongoing Asset Management and Operator Interface



CLIENT NAME

- Jebel Omar Development Co

INDUSTRY/ SECTOR

- Private Sector

COUNTRY

- KSA

CLIENT DESCRIPTION

- Multi discipline development agency tasked with specific development objectives

PROJECT NAME

- Jabal Omar Development



BACKGROUND/ CONTEXT To develop conceptual masterplan based on similar international examples of activated waterfront mixed use leisure and retail –benchmark chosen was Capetown South Africa

Detailed Muscat site analysis - highest and best use –adjacencies /constraint



PROJECT OBJECTIVES

- Define Hospitality Requirements –phased Masterplan
- Define implementation plan phasing
- Develop Stakeholder Communication Strategy



KEY RESULTS & FINAL OUTCOMES:

DAMAC International has been chosen by the Government of Oman to develop its Port Sultan Qaboos into a world-class, mixed-use waterfront destination in a 30:70 partnership under a joint venture company called Muttrah Tourism Development Co. LLC. The development will include two main zones: tourist port regeneration areas; and other areas such as villages, hilltop parcels, Hay Al Mina, and Al Inshirah Promontory.



APPROACH/ METHODOLOGY/ KEY DELIVERABLES:

- Vision statement to be developed into Masterplan- Define Opportunities
- Define Stakeholders - Create Comms strategy and capability
- Define Constraints - Risk Analysis & Mitigation Plan
- Define Execution Plan -
- Support Finance and Investment team in acquiring Investor Base



CLIENT NAME

- Omran

INDUSTRY/ SECTOR

- Public Sector

COUNTRY

- Oman

CLIENT DESCRIPTION

- Government entity responsible for the Hospitality and Tourism strategy execution

PROJECT NAME

- Mina Sultan Qaboos Waterfront



BACKGROUND/ CONTEXT Convention Centre anchored an existing undeveloped site – expansion into an urban centre under a development authority with significant tourism assets to serve OCC and zone requirements Omran to lead



PROJECT OBJECTIVES

- Translate Vision into working Masterplan
- Identify required Hospitality elements
- Pre-qualify potential investors/operators under a phased mixed-use masterplan



KEY RESULTS & FINAL OUTCOMES:

Hotels Crown Plaza Marriott New Omran HQ -MAF
Mall of Oman -Oman Convention Centre

The Irfan Masterplan, outlines a 40-year plan for a new low carbon city district in Muscat, Oman. The 624-hectare site provides a new sustainable development model for urban development in the region. Placemaking and sustainability are the two pillars of the masterplan – fulfilling the aspiration for the new district to be a catalyst for change and a model for long-term resilience. The design vision addresses the most critical challenges faced by Oman today - the need for economic diversification, public transport, responsible resource consumption and long term environmental protection. The masterplan also promotes social sustainability and community building through its emphasis on walkability, dense mixed-use neighbourhoods, and the incorporation of heritage and culture in land use, open spaces and built form.



APPROACH/ METHODOLOGY/ KEY DELIVRABLES:

- Vision statement to be developed into Masterplan- Define Opportunities
- Define Stakeholders - Create Comms strategy and capability
- Define Constraints - Risk Analysis & Mitigation Plan
- Define Execution Plan -
- Support Finance and Investment team in acquiring Investor Base
- Operator Selection and Negotiation
- Preopening , Procurement and Marketing Co-ordination
- Leasing Strategy and Anchor Tenant Procurement
- Business Plan and Community Structures and Financial Models



CLIENT NAME

- Omran

INDUSTRY/ SECTOR

- Public Sector

COUNTRY

- Oman

CLIENT DESCRIPTION

- Government entity responsible for the Hospitality and Tourism strategy execution.

PROJECT NAME

- Oman Convention and Exhibition Centre





MEREHA

LEADERSHIP TEAM





MEREHA



Experience



Fredrik Jonsson, MRICS - Managing Partner

Strategy | Development | Asset Management | Investments | M&A

With over 25 years of global experience in hospitality, real estate, and entertainment, Fredrik brings a unique 360-degree view of the real estate lifecycle, from operating assets to corporate strategy.

His expertise spans sovereign wealth funds, blue-chip developers, global hotel operators, and independent hotels, providing a deeply informed, hands-on approach to hospitality investment and asset management.

Before founding MEREHA, Fredrik served as Senior Vice President at the Investment Corporation of Dubai and Head of Asset Management – Hospitality, where he built and led the hospitality asset management division. He oversaw a US\$2.5 billion portfolio including iconic assets such as Atlantis The Palm Dubai, Mandarin Oriental New York, and W Washington DC, and led the strategic development of a 2,500-key pipeline across 10 hotels in Dubai.

Previously, at Qatari Diar, he was Director of Operations – Asset Management, managing a global portfolio of 49 projects in 29 countries valued at over US\$35 billion, and served as Board and Committee Member for Fairmont Raffles Hotels International (FRHI).

Fredrik also held senior roles at Majid Al Futtaim Properties, overseeing land acquisitions and hotel development across the GCC and Levant, and at Meliá Hotels International, leading development efforts in EMEA.

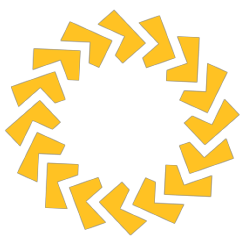
He has led negotiations for management, lease, franchise, and licensing agreements with most major hotel brands, and has directed teams through asset and land acquisitions, mixed-use developments, and standalone hotel projects.

Fredrik currently serves as Board Member at Milcon Gulf Group (Single family office), Investment Committee Member, Boscallt, Advisory Board Member, Hotel Asset Managers Association (HAMA) MEA

He holds an MBA from Instituto de Empresa (IE), Spain, a hospitality degree from the Swiss School of Hotel & Tourism Management, and certifications from Cornell University in hotel investment, asset management, and revenue management.

Fredrik is also a certified RICS surveyor and a licensed Dubai broker, fluent in English, Spanish, German, and Swedish.





MEREHA



Harry Johnson, FIH – Associate Partner

Asset Management | Financial Controls

Harry Johnson brings over three decades of expertise in the hotel industry, specializing in asset management, financial management, and development. His diverse career includes prominent leadership positions such as Senior Director of Hotels and Resorts at the Royal Commission of Al Ula, Chief Officer of Asset Management at Omran Tourism Development (OMRAM), Senior Director of Asset Management at Majid Al Futtaim (MAF), and Senior Asset Manager at Longwing (Dubai Holdings).

Additionally, he has an extensive track record in Hotel Joint Venture (JV) Development across Asia, the Middle East, and America.

Harry has been directly involved in the opening of hotels and luxury mixed-use projects in key international markets, including Asia, America, and the Middle East. He has successfully led the asset management of significant hotel portfolios and has overseen the development and redevelopment of iconic hospitality assets. Leading the Asset Management function, he brings over 20 years of regional experience, working across all hotel market segments with a strong background in asset management, JV structuring, co-development agreements, hotel sale transactions, and strategic planning.

In Dubai, his responsibilities included rebranding existing properties, asset restructuring, development underwriting, and managing termination agreements for hotels, restaurants, and mixed-use developments. A key area of focus was mall and retail integration and maximizing performance in various mixed-use models.

Harry has worked with renowned global hotel brands such as Hilton Hotels International, Holiday Inns, Peninsula Hotels, Langham Hotels, and Dubai Holding, which owns the majority of the Jumeirah Hotel portfolio, including iconic properties like Burj Al Arab, Emirates Towers, and Essex House Hotel in New York City.

His educational credentials include a major in Hospitality Management and Finance from Manchester University Hollings Faculty, followed by full membership in the Institute of Hospitality. Harry is a past president of the HCIMA Hong Kong Chapter, a former member of the Advisory Board of the Hong Kong Polytechnic University Hotel School, and a Fellow of the Institute of Hospitality.

He is also a Founding Fellow of the HK Hotel Controllers Association and a Board Member of the prestigious Hospitality Asset Managers Association (HAMA) for the Middle East & Africa.

Experience



THE PENINSULA
HOTELS



MEREHA – Advisory - Dubai – UAE



MEREHA



Ahmer Naushad, CHAM – Associate Partner

Asset Management | Investment Management | M&A

Ahmer Naushad brings over 20 years of global experience in real estate, hospitality strategy, investments, and asset management, with a strong track record across developed markets in the Americas and Europe, as well as emerging markets in the Middle East, Africa, Asia, the Caribbean, and the Indian Ocean.

Ahmer has a deep understanding of the hospitality industry from both ownership and operator perspectives, honed through successful tenures with leading companies such as Gencom Group, Miral Asset Management, Lehman Brothers, Kingdom Hotels Investment, Trimont Real Estate Advisors, Istithmar World, Majid Al Futtain Properties, InterContinental Hotels, and Hilton.

His core expertise lies in real estate/hospitality transactions and asset management. Over his career, Ahmer has gained invaluable experience during two downturns, focusing on transaction structures, debt/equity workouts, operational and hotel contract restructures, and cost containment plans to preserve and revitalize real estate value.

Before joining Mereha as an Associate Partner, Ahmer was SVP of Investments at Gencom, where he led the investment and asset management functions for a portfolio that included Fairmont Southampton, Rosewood Bermuda, and West Caicos Island. He was also responsible for overseeing portfolio growth in the Caribbean and emerging markets, managing a diverse mix of assets including luxury resorts, branded residences, private residence clubs, developable land, and mixed-use developments.

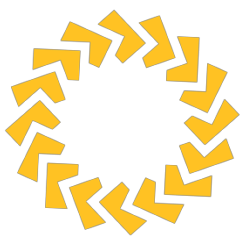
Ahmer is well-versed across a wide range of real estate asset classes, including select-service hotels/resorts, mixed-use developments, serviced apartments, both branded and unbranded residential developments, golf courses, shopping malls/retail, student hostels, greenfield/brownfield developments, and F&B/entertainment establishments.

He is the Managing Director of RHA Capital LLC, a Mereha Associate, based in Miami, Florida. Ahmer is multilingual, speaking English, German, Hindi, and Urdu.

Ahmer holds an MBA in Investments from Washington State University, a BA in Hotel Management from Austria, a Postgraduate Certificate in Real Estate from Cornell University, and is a Certified Hotel Asset Manager (CHAM).

Experience





MEREHA



Ludovico Dupré - Associate Partner

Operational Management | Brand curation and creation

Ludovico Dupré is a global hospitality operator, brand curator, innovator, and entrepreneur with extensive experience in both operational and investment-side hospitality projects. He has held senior corporate roles at leading organizations including Katara Hospitality, Meliá Hotels International, MPg, and the Valentin Hotel Group, and is the founder or co-founder of ventures such as MPg Hotels, The Salviatino Collection, Black Bee Hospitality, and Virtuateur.

He is an Associate Partner at Mereha and the Founder of Babylon Hospitality, an award-winning disruptive hotel management and concept development company. Through Babylon, Ludovico leads the operations of acclaimed properties including Can Bordoy Grand House and Posada d'es Moli in Palma de Mallorca, Spain, and the Billionaire Resort & Retreat in Malindi, Kenya, with additional assets in development across multiple markets.

Ludovico has worked on more than 100 hotel projects and over 40 property repositionings, with deep expertise in both operational execution and strategic asset planning. He was instrumental in creating and launching the Murwab Hotel Group for the Qatar Investment Authority's Katara Hospitality and has played a key role in asset management for luxury properties operated by global brands such as Ritz-Carlton, Raffles, Accor, Six Senses, Starwood, Fairmont, Buddha Bar, Mövenpick, InterContinental, and Luxury Collection.

As Chief Commercial & Development Officer at Valentin Hotel Group, he oversaw a full-scale corporate rebranding and led a comprehensive commercial restructuring and strategic repositioning initiative across the organization. In 2009, Ludovico co-founded the Italian luxury hotel brand Salviatino Collection alongside Marcello Pigozzo, former President Asia Pacific of InterContinental Hotels.

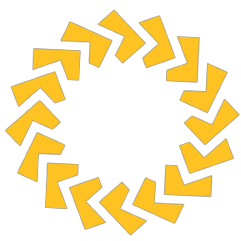
His passion for food and beverage innovation originated during his time at Meliá Hotels International, where he held several key roles and founded the company's global F&B Research & Development division.

Ludovico has lived and worked across global hospitality hubs including Hong Kong, Moscow, Geneva, Playa del Carmen, St. Barts, Algarve, Leeds, London, Glion, Rome, Mallorca, Madrid, Brussels, and Doha. He is fluent in English, Spanish, French, Italian, and Portuguese.

He holds a Law degree from the University of Leeds, a degree in Hotel & International Tourism Management from the Glion Institute of Higher Education and the University of Wales, and an Executive Certificate in Hotel Real Estate and Asset Management from Cornell University.

Experience





Stuart Dudley– Associate Partner **Supply Chain | Procurement | Policies & Procedures**

Stuart is a seasoned strategic business leader with over 25 years of experience in senior executive roles, specializing in global procurement.

He is known for his unparalleled ability to motivate and manage large procurement teams, driving significant returns and savings across a wide array of industries, including hospitality, manufacturing, retail, logistics, construction, engineering, and themed attractions.

Throughout his career, Stuart has honed a solid foundation in operational management and general business skills, complemented by an in-depth knowledge of sourcing and procurement principles and best practices. His expertise spans both operational and strategic procurement, where he has consistently delivered results across diverse sectors.

Stuart's experience includes serving as VP of Sales at Janus, where he successfully established the APAC business from the ground up, developing all services, contracts, and operational processes, and assembling a high-performing team.

As Vice President of Procurement & Supply Chain Management at Kerzner International, Stuart played a pivotal role in restructuring and setting up the global procurement division, overseeing operations across key regions including Dubai, Morocco, Bahamas, Maldives, Mauritius, Mexico, and Australia.

In his role as CEO of Vision Hotel Services, an independent purchasing company, Stuart managed over \$1.5 billion in client expenditures, further demonstrating his ability to drive large-scale procurement strategies.

Stuart also served as Vice President of Strategic Sourcing at Hilton, where he restructured the \$1 billion procurement function, transforming it into a strategically led global organization focused on value and efficiency.

In addition to his senior roles with Hilton, Stuart has worked with top global brands such as Whitbread, Four Seasons, and DeVere, establishing strong relationships across the procurement value chain and gaining comprehensive insights into both operational and strategic supply chain management best practices.

Experience





Aamir Manzoor– Director Finance

Accounting | Finance | Compliance

Aamir is a seasoned finance leader with over 15 years of experience in strategic financial advisory, management, and leadership.

As Director of Finance at Mereha, he is responsible for driving the firm's financial strategy, overseeing accounting and operations, and leading financial modeling and forecasting across a range of industries.

Aamir has a strong track record of supporting organizations through long-term and short-term financial planning, risk management, and performance optimization. He excels in managing high-performing finance teams, handling service charge budgets, and ensuring regulatory compliance across real estate and facility management projects.

His work is pivotal in maintaining the financial health of large-scale mixed-use developments, improving reporting systems, and enhancing operational efficiency to maximize stakeholder value.

With a strong focus on innovation, Aamir has successfully automated financial functions and reporting processes, integrating business intelligence tools to deliver data-driven insights that improve forecasting accuracy and increase transparency across financial operations.

Prior to joining Mereha, Aamir served as Finance Manager and CFO at Gulf Film and Reliance Group, where he led financial reporting, budgeting, and investment appraisals for high-profile projects. He brings in-depth expertise in financial due diligence, mergers and acquisitions, and partnership evaluation, with the ability to apply cross-sector financial strategies to drive sustainable growth.

Aamir holds a Bachelor's Degree in Commerce from the University of the Punjab, is a Chartered Accountant with the Institute of Chartered Accountants of Pakistan, and holds additional certifications from the PwC Academy (FTA Tax & VAT Compliance) and the Dubai Real Estate Institute (Community Association Management).

Experience





MEREHA



Aminata Keita–Associate Director

Financial Analysis | Management Advisory

Aminata Keita is a seasoned finance and investment professional with nearly a decade of experience, specializing in strategic advisory, hospitality, and real estate development.

As an Associate Director at MEREHA, Aminata co-leads advisory services for hospitality projects, focusing on market and financial feasibility, concept validation, hotel operator selection, and capital structuring. She also serves in an advisory role at CLIKAARIK Group, where she contributes to strategic initiatives centered on scalable financial and digital solutions across Africa.

Her ability to integrate insights from multiple industries enhances her strategic approach to real estate and hospitality investment, with a strong emphasis on long-term value creation.

Previously, Aminata was a Senior Consultant in the Strategy & Consulting team at Cavendish Maxwell, where she advised government entities, property developers, and financial institutions on master-planned developments across the GCC.

Among her key projects, she led the feasibility study for a \$1 billion+ waterfront mixed-use destination in Sharjah, driving its market positioning and investment analysis.

Earlier in her career, Aminata worked at Kerzner International, within the Global Development team, where she was involved in landmark projects such as One&Only One Za'abeel and Atlantis The Royal in Dubai. This role provided her with hands-on exposure to the luxury resort sector, including market expansion strategies, hotel management contracts, and joint venture (JV) investments.

Aminata holds a Bachelor of Commerce, an Associate Degree in Hospitality Management, and has successfully passed the CFA Level II examination.

Fluent in English and French, she brings an international perspective shaped by her professional journey across Montreal, New York, and Dubai, as well as deep cultural and business understanding of both the Middle East and Africa.

Experience





MEREHA

AWARDS





Awards



Best Boutique Hospitality Advisory Firm UAE 2025 – Brands Review Magazine



MEA Customer Service Excellence Award 2024 – UAE Business Awards



Most Trusted Real Estate and Hospitality Advisors 2024 – UAE Business Awards



Top Ten Most Promising Hospitality Consultants in GCC 2023 – Asia Business Outlook



Best Boutique Hospitality Advisory Practice 2023 – Middle East, LuxLife



Real Estate & Hospitality Advisors of the year 2021, Corporate Live Wire



Best Boutique Hospitality Advisory Practice – MENA 2021, Lux Life



Most Innovative Real Estate & Hospitality Advisors UAE 2021, MEA Markets



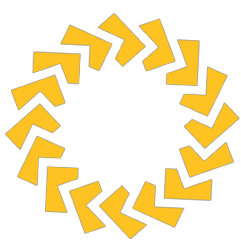
Best Hospitality Real Estate Advisory 2019 – MENA, Lux Review





Further References





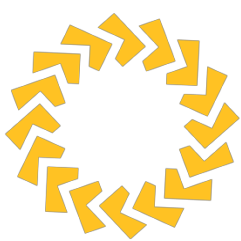
Market Intelligence & FIFA Readiness Qatar Tourism

- 📌 Qatar | 2022–2024
 - 🎯 Challenge
 - Qatar Tourism required a forward-looking, data-driven strategy to prepare for the FIFA World Cup and long-term destination management.
 - 👤 Role
 - Led national tourism planning, business intelligence, and stakeholder collaboration initiatives.
 - 🧠 What We Did
 - Built AI-driven data lake and national reporting engine
 - Led market segmentation, source market prioritization, and route feasibility studies
 - Developed FIFA Readiness Strategy and tactical execution plan
 - Organized a national hotel pricing workshop with STR as guest partner to mitigate pricing risks
 - 📊 Results & Impact
 - 🚀 Positioned Qatar Tourism as a data-first national authority
 - 📊 Ensured proactive decision-making and pricing ethics during FIFA
 - 🤝 Strengthened inter-ministerial collaboration and private sector alignment
 - 🔑 Tools Used
 - Advanced BI platforms, predictive modeling, STR benchmarking, stakeholder coordination

Forecasting & Recovery Strategy RAKTDA

- 📌 United Arab Emirates | 2019–2022
 - 🎯 Challenge
 - Tourism was disrupted globally due to COVID-19. Ras Al Khaimah needed real-time forecasting, stakeholder engagement, and a unified recovery strategy.
 - 👤 Role
 - Led destination strategy, BI, research, and statistics at RAKTDA. Built analytics infrastructure and engaged hospitality partners.
 - 🧠 What We Did
 - Developed KPI forecasting with 99.6% accuracy
 - Launched 20+ custom dashboards, real-time performance trackers
 - Designed RAK Recovery Strategy and weekly stakeholder reporting
 - Standardized tourism fee structure across hotel categories
 - Organized recurring revenue strategy workshops for all hotels in the Emirate
 - 📊 Results & Impact
 - 🏆 RAK ranked #1 in STR GCC Comp-set
 - 📉 25% cost reduction by eliminating 3rd-party BI tools
 - 📁 Earned multiple recognitions for excellence and innovation
 - 🔑 Tools Used
 - Forecasting models, stakeholder workshops, KPI dashboards, business continuity planning





Selective List of Other Assignments conducted by the leadership team

#	PROJECT	CITY
1	Market Feasibility Study, Proposed Four-Star Beach Resort	Dubai
2	Asset Management Services, Five-Star Hotel	Dubai
3	Asset Management Services, Five-Star Hotel and Serviced-Apartments	Dubai
4	Concept Development and Feasibility Study, Proposed Luxury Wellness Resort	Dubai
5	Valuation Study, Proposed Five-Star Hotel	Dubai
6	Valuation Study, Proposed Luxury Hotel	Dubai
7	Highest and Best Use Feasibility Study, Proposed Luxury Hotel and Serviced Apartments	Dubai
8	Valuation Study, Five-Star Resort Palm Jumeirah	Dubai
9	Feasibility Study, Residential Study and Operator Search, Five-Star Serviced Apartments	Dubai
10	Asset Management Services, Five-Star Hotel and Serviced-Apartments	Dubai
11	Market Study, Feasibility Study and Valuation, Proposed Mixed-Use Development	Dubai
12	Highest and Best Use Feasibility Study, Proposed Mixed-Use Development Business Bay	Dubai
13	Highest and Best Use Feasibility Study, Proposed Mixed-Use Development Jaddaf	Dubai
14	Feasibility and ROI Study, Proposed Four-Star Hotel	Ajman
15	Market Analysis Al Barsha and Dubai Marina	Dubai
16	Asset Management, Four-Star Hotel JBR	Dubai
17	Feasibility Study, Proposed Four-Star Hotel and Serviced Apartments	Dubai
18	Dubai Market Study	Dubai
19	Sharjah Market Study	Sharjah
20	Abu Dhabi Market Study	Abu Dhabi
21	Ras Al Khaimah Market Study	RAK
22	Financial Projections Proposed Four-Star Hotel & Serviced Apartments	Dubai
23	Financial Projections, Proposed Four-Star Hotel Business Bay	Dubai
24	Financial Projections, Proposed Five-Star Hotel	Abu Dhabi
25	Financial Projections, Proposed Lifestyle Hotel	Dubai
26	Financial Projections, Proposed Serviced Apartments	Dubai
27	Highest and Best Use Feasibility Study, Proposed Luxury Mixed-Use Development	Dubai
28	Operations, The Westin and Le Meridien Mina Seyahi	Dubai
29	Operations, Four Points by Sheraton SZR	Dubai
30	Operations, Kempinski Hotel MOE	Dubai

#	PROJECT	CITY
31	Sales & Marketing, Banyan Tree Desert and Beach Resort	RAK
32	Financial Projections – Budget Hotel	Jeddah
33	Financial Projections – Budget Hotel and Upscale Hotel Apartments	Jeddah
34	Financial Projections – Lifestyle Upscale Hotel	Jeddah
35	Financial Projections – Luxury Hotel and Serviced Residences	Jeddah
36	Financial Projections – Upper Midscale Hotel	Jeddah
37	Financial Projections – Upscale Hotel	Jeddah
38	Financial Projections – Upscale Hotel Apartments	Jeddah
39	Financial Projections and Contract Negotiations – Upper Upscale Hotel Apartments	Jeddah
40	Financial Projections and Design & Technical Support – Luxury Serviced Residences	Jeddah
41	Financial Projections– Upper-Upscale Hotel and Branded Residences	Jeddah
42	Residential Sales & Marketing Strategy– Luxury Hotel and Branded Residences	Jeddah
43	Asset Management Services- Luxury Hotel	Makkah
44	Asset Management Services- Five-Star Hotel	Makkah
45	Asset Management Services- Four-Star Hotel	Makkah
46	HBU Proposed Ultra-Luxury Resort and Branded Residences	Taif
47	Feasibility and Investment Analysis - Proposed Five-Star Resort	Abha
48	Feasibility and Investment Analysis - Proposed Five-Star Hotel	Makkah
49	Operator, Search and Selection – Proposed Five-Star Hotel	Makkah
50	Feasibility and Investment Analysis - Proposed Four-Star Hotel	Al Khobar
51	Feasibility and Investment Analysis - Proposed Five-Star Hotel	Dammam
52	Valuation - Luxury Hotel	Makkah
53	Valuation - Five-Star Hotel	Makkah
54	Valuation - Four-Star Hotel	Makkah
55	Valuation- Proposed Four-Star Hotel	Makkah
56	Auxiliary Agreement Revision - Luxury Branded Residences	Makkah
57	Financial Projections and Contract Negotiations - Upscale Hotel and Branded Residences	Makkah
58	Financial Projections - Upper-Upscale Hotel	Makkah
59	Financial Projections - Luxury Hotel	Makkah
60	Financial Projections - Upscale Hotel	Makkah





Selective List of Other Assignments conducted by the leadership team

#	PROJECT	CITY
61	Asset Management, Operation and Strategy-Atlantis The Palm	Dubai
62	Asset Management, Operation and Strategy-Raffles Singapore	Singapore
63	Asset Management, Operation and Strategy-Royal Monceau Paris	Paris
64	Asset Management, Operation and Strategy-Mandarin Oriental	New York
65	Asset Management, Operation and Strategy-Kempinski Mall of the Emirates	Dubai
66	Asset Management, Operation and Strategy-W Washington DC	Washington
67	Asset Management, Operation and Strategy-Grand Hotel Stockholm	Stockholm
68	Asset Management, Operation and Strategy-Hotel Eden Au Lac, Zurich, Switzerland	Zurich
69	Asset Management, Operation and Strategy-Hotel Schweizerhof Bern, Switzerland	Bern
70	Asset Management, Operation and Strategy-Burj Al Arab	Dubai
71	Asset Management, Operation and Strategy-Maia Resort	Seychelles
72	Asset Management, Operation and Strategy-Jabal Akdar Resort & Spa	Oman
73	Asset Management, Operation and Strategy-Pullman Deira City Center	Dubai
74	Asset Management, Operation and Strategy-Jumeirah Essex House	New York
75	Asset Management, Operation and Strategy-Madinat Jumeirah Hotel and Leisure	Dubai
76	Asset Management, Operation and Strategy-Jumeirah Emirates Towers	Dubai
77	Asset Management, Operation and Strategy-Jumeirah Beach Hotel	Dubai
78	Asset Management, Operation and Strategy-Peninsula New York	New York
79	Asset Management, Operation and Strategy-Fairmont Raffles Hotels International	Toronto
80	Acquisitions and Development-St Regis Cairo	Cairo
81	Acquisitions and Development-The Royal Atlantis the Palm Dubai	Dubai
82	Acquisitions and Development-City Centre DC	Washington
83	Acquisitions and Development-Al Houara	Tangiers
84	Acquisitions and Development-Al Houara	Doha
85	Acquisitions and Development-Burgenstock Resort, Luzern, Switzerland	Luzern
86	Acquisitions and Development-Plavi Horizonti, Tivat, Montenegro	Tivat
87	Acquisitions and Development-Sea Pearl Atakoy	Istanbul
88	Acquisitions and Development-Ras Al Hadd Resort	Oman
89	Acquisitions and Development-Diar Dushanbe, Tajikistan	Tajikistan
90	Acquisitions and Development-East Village	London

#	PROJECT	CITY
91	Acquisitions and Development- Chelsea Barracks	London
92	Acquisitions and Development-Deira Enrichment project	Dubai
93	Acquisitions and Development-One Zabeel	Dubai
94	Acquisitions and Development-Port Tarraco Marina and Retail, Tarragona, Spain	Tarragona
95	Acquisitions and Development-Peak Tower and Tram	Hong Kong
96	Acquisitions, Development, Disposal -Peninsula Paris	Paris
97	Acquisitions, Development, Disposal -IBIS & Novotel Deira City Centre	Dubai
98	Acquisitions, Development, Disposal -Pullman Deira City Center	Dubai
99	Acquisitions, Development, Disposal -IBIS Hotel and Office	Dubai
100	Acquisitions, Development, Disposal -IBIS and Adagio Suites, Al Barsha	Dubai
101	Acquisitions, Development, Disposal -Melia Hotel Luxembourg	Luxembourg
102	Acquisitions, Development, Disposal -Melia Hotel Berlin	Berlin
103	Acquisitions, Development, Disposal -Antantara Tozeur desert resort, Tozeur, Tunisia	Tozeur
104	Acquisitions, Development, Disposal -Westin & Le Meridien	Manama
105	Acquisitions, Development, Disposal -Kempinski the Wave	Muscat
106	Acquisitions, Development, Disposal -Shangri La Hotel	Dubai
107	Acquisitions, Development, Disposal -Hotel Schweizerhof, Bern	Bern
108	Acquisitions, Development, Disposal -Hotel Royal Savoy, Lausanne,	Lausanne
109	Acquisitions, Development, Disposal -Gallia Hotel	Milano
110	Acquisitions, Development, Disposal -Langham Hotel Shanghai	Shanghai
111	Acquisitions, Development, Disposal -Peninsula Tokyo	Tokyo
112	Acquisitions, Development, Disposal -Peninsula Club & Residences	Shanghai
113	Acquisitions, Development, Disposal -Peninsula Chicago	Chicago
114	Acquisitions, Development, Disposal -Hard Rock Hotel	Chicago
115	Acquisitions, Development, Disposal -Peninsula Beverly Hills	Los Angeles
116	Acquisitions, Development, Disposal -Hilton Garden Inn	Dubai
117	Acquisitions, Development, Disposal -Aloft Deira City Center	Dubai
118	Acquisitions, Development, Disposal -TRYP Oberhausen	Oberhausen
119	Acquisitions, Development, Disposal -Raffles Le Royal Monceau	Paris
120	Acquisitions, Development, Disposal -Sheraton Mall of the Emirates	Dubai



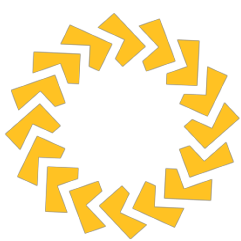


Selective List of Other Assignments conducted by the leadership team

#	PROJECT	CITY
121	Financial Feasibility, Strategic Development and Destination Activation	KSA
122	Financial Feasibility and Redevelopment- Five-Star Hotel, Giza, Egypt	Cairo
123	Financial Feasibility and Redevelopment- Four-Star Hotel, Tangiers, Morocco	Tangiers
124	Financial Feasibility-Proposed Four-Star Hotel, Lagos, Nigeria	Lagos
125	Feasibility and ROI Analysis- Proposed Resort, Zanzibar, Tanzania	Zanzibar
126	Financial Feasibility-Proposed Four-Star Hotel, Timisoara, Romania	Timisoara
127	Financial Feasibility-Proposed Four-Star Hotel, Doha, Qatar	Doha
128	Financial Feasibility-Proposed Boutique Resort, Birkwood, UK	Birkwood
129	Financial Feasibility-Proposed Four-Star Hotel, Ajman, UAE	Ajman
130	Financial Feasibility-Proposed Midscale Hotel, Bautino, Kazakhstan	Bautino
131	Financial Feasibility-Proposed Midscale Hotel, Kathmandu, Nepal	Kathmandu
132	Financial Feasibility-Proposed Upscale Hotel, Yerevan, Armenia	Yerevan
133	Financial Feasibility-Proposed Midscale Hotel, Nizhniy Novgorod, Russia	Russia
134	Financial Feasibility-Proposed Midscale Hotel, Munich North, Germany	Munich
135	Financial Feasibility-Proposed Midscale Hotel, Munich West, Germany	Munich
136	Financial Feasibility-Proposed Midscale Hotel, Dresden, Germany	Dresden
137	Financial Feasibility-Proposed Midscale Hotel, Freiburg, Germany	Freiburg
138	Financial Feasibility-Proposed Midscale Hotel, Hamburg, Germany	Hamburg
139	Financial Feasibility-Proposed Midscale Hotel, Bologna, Italy	Bologna
140	Financial Feasibility-Proposed Upscale Hotel, Rostov on Don, Russia	Russia
141	Financial Feasibility-Proposed Upscale Hotel, Atakoy Istanbul, Turkey	Istanbul
142	Financial Feasibility-Proposed Upscale Hotel, Yalova, Turkey	Yalova
143	Financial Feasibility-Proposed Upscale Hotel, Loughborough, UK	Loughborough
144	Financial Feasibility-Proposed Upscale Hotel, Dwarka, India	Dwarka
145	Financial Feasibility-Proposed Five-Star Resort Vienna, Austria	Vienna
146	Financial Feasibility-Proposed Economy Hotel Vienna, Austria	Vienna
147	Financial Feasibility-Proposed Upscale Hotel Baku, Azerbaijan	Baku
148	Financial Feasibility-Proposed Midscale Hotel Baku, Azerbaijan	Baku
149	Financial Feasibility-Proposed Upscale Hotel and Serviced Apt, Manama, Bahrain	Manama
150	Market Study- Manama, Bahrain	Manama

	PROJECT	CITY
151	Financial Feasibility-Proposed Resort, Copenhagen, Denmark	Copenhagen
152	Financial Feasibility- Conversion of Upscale Hotel, Amsterdam, Netherland	Amsterdam
153	Financial Feasibility-Proposed Upscale Hotel Rotterdam, Netherland	Rotterdam
154	Financial Feasibility-Proposed Upscale Hotel Budapest, Hungary	Budapest
155	Financial Feasibility-Proposed Upper- Upscale Hotel Dublin, Ireland	Dublin
156	Financial Feasibility-Proposed Resort Rome, Italy	Rome
157	Financial Feasibility-Proposed Upscale Hotel Venice, Italy	Venice
158	Financial Feasibility- Conversion of Upscale Hotel, Hague, Netherland	Hague
159	Financial Feasibility- Conversion of Upscale Hotel, Utrecht, Netherland	Utrecht
160	Financial Feasibility- Conversion of Upscale Hotel, Breda, Netherland	Breda
161	Financial Feasibility- Conversion of Upscale Hotel, Groningen, Netherland	Groningen
162	Financial Feasibility- Conversion of Upscale Hotel, Papendrecht, Netherland	Papendrech
163	Financial Feasibility- Conversion of Upscale Hotel, Lelystad, Netherland	Lelystad
164	Financial Feasibility- Conversion of Upscale Hotel, Almere, Netherland	Almere
165	Financial Feasibility- Conversion of Upscale Hotel, Hulshort, Netherland	Hulshorst
166	Financial Feasibility-Proposed Resort, Sesimbra, Portugal	Sesimbra
167	Financial Feasibility-Proposed Upscale Hotel Lisbon, Portugal	Lisbon
168	Financial Feasibility-Proposed Resort Seychelles	Seychelles
169	Financial Feasibility- Conversion of Upscale Hotel Madrid, Spain	Madrid
170	Financial Feasibility- Conversion of Upscale Hotel Oviedo, Spain	Oviedo
171	Financial Feasibility- Conversion of Upscale Hotel Barcelona, Spain	Barcelona
172	Financial Feasibility- Conversion of Upscale Hotel Cordoba, Spain	Cordoba
173	Financial Feasibility-Proposed Resort Majorca, Spain	Majorca
174	Operation Review and Strategic Restructuring, Upscale Resort Sidges, Spain	Sidges
175	Financial Feasibility-Proposed Upscale Hotel Barcelona, Spain	Barcelona
176	Financial Feasibility-Proposed Upscale Hotel Valencia, Spain	Valencia
177	Financial Feasibility-Proposed Upscale Branded Residences, Madrid, Spain	Madrid
178	Financial Feasibility-Proposed Upscale Resort Majorca, Spain	Majorca
179	Financial Feasibility-Proposed Upscale Hotel, Split, Croatia	Split
180	Financial Feasibility-Proposed Upscale Hotel, Novi Vinodolsk, Croatia	Croatia





Selective List of Other Assignments conducted by the leadership team

#	PROJECT	CITY
181	Financial Feasibility- Conversion of Upper Upscale Resort, Mirabello, Crete	Crete
182	Financial Feasibility-Proposed Upscale Resort, Girne, Cyprus	Girne
183	Financial Feasibility-Proposed Upper Upscale Hotel Nicosia, Cyprus	Nicosia
184	Financial Feasibility- Upscale Resort, Athens, Greece	Athens
185	Financial Feasibility- Upscale Hotel, Athens, Greece	Athens
186	Financial Feasibility- Upscale Hotel, Loutraki, Greece	Loutraki
187	Financial Feasibility- Upscale Resort, Loutraki, Greece	Loutraki
188	Financial Feasibility- Proposed Upscale Hotel, Athens Riviera, Greece	Athens
189	Financial Feasibility- Proposed Midscale Hotel, Athens Riviera, Greece	Athens
190	Financial Feasibility- Upscale Hotel, Traki, Greece	Traki
191	Financial Feasibility-Conversion of Luxury Boutique Hotel, Athens, Greece	Athens
192	Financial Feasibility-Proposed Resort, Versailles, France	Versailles
193	Financial Feasibility- Proposed Midscale Hotel, Nice, France	Nice
194	Operational Review and Strategic Redevelopment, Golf Resort, Chantilly, France	Ile-du-France
195	Financial Feasibility- Upper-upscale Lifestyle Hotel, La Defence Paris, France	Paris
196	Financial Feasibility-Proposed Resort, Lyon, France	Lyon
197	Financial Feasibility- Proposed Lifestyle Hotel, CDG Paris, France	Paris
198	Financial Feasibility- Proposed Upper-upscale Hotel, CDG Paris, France	Paris
199	Operational Review and Financial Feasibility, Golf Resort, South France	South France
200	Financial Feasibility-Conversion of Upscale Resort, Paris, France	Paris
201	Financial Feasibility- Proposed Golf & Wellness Resort, Divonne, France	Divonne
202	Financial Feasibility- Proposed Resort, Orly Paris, France	Paris
203	Financial Feasibility- Proposed Upscale Hotel, Pezenas, France	Pezenas
204	Financial Feasibility- Proposed Resort, Geneva, Switzerland	Geneva
205	Financial Feasibility-Proposed Midscale Hotel, Oberhausen, Germany	Oberhausen
206	Financial Feasibility-Proposed Midscale Hotel, Mainz, Germany	Mainz
207	Financial Feasibility- Conversion of Upscale Hotel, Hannover, Germany	Hannover
208	Financial Feasibility- Conversion of Upscale Hotel, Bielefeld, Germany	Bielefeld
209	Financial Feasibility- Conversion of Upscale Hotel, Heidelberg, Germany	Heidelberg
210	Financial Feasibility- Conversion of Upscale Hotel, Flensburg, Germany	Flensburg

	PROJECT	CITY
211	Financial Feasibility- Conversion of Upscale Hotel, Dortmund, Germany	Dortmund
212	Financial Feasibility- Conversion of Upscale Hotel, Bottrop, Germany	Bottrop
213	Financial Feasibility- Conversion of Upscale Hotel, Düsseldorf , Germany	Düsseldorf
214	Financial Feasibility- Conversion of Upscale Hotel, München Airport, Germany	München
215	Financial Feasibility- Conversion of Upscale Hotel, Berlin , Germany	Berlin
216	Financial Feasibility- Conversion of Upscale Hotel, Suhl, Germany	Suhl
217	Financial Feasibility- Conversion of Luxury Boutique Resort, Berlin, Germany	Berlin
218	Financial Feasibility- Proposed Upscale Hotel, Schiwne, Germany	Schiwne
219	Financial Feasibility- Proposed Upscale Hotel, Berlin, Germany	Berlin
220	Financial Feasibility- Proposed Upscale Hotel, Munich, Germany	Munich
221	Financial Feasibility- Proposed Economy Hotel, Dusseldorf, Germany	Dusseldorf
222	Financial Feasibility- Proposed Economy Hotel, Osnabruck, Germany	Osnabruck
223	Financial Feasibility- Proposed Economy Hotel, Augsburg, Germany	Augsburg
224	Financial Feasibility- Proposed Economy Hotel, Berlin, Germany	Berlin
225	Financial Feasibility- Proposed Economy Hotel, Koblenz, Germany	Koblenz
226	Financial Feasibility- Proposed Resort, Warsaw, Poland	Warsaw
227	Financial Feasibility- Proposed Upscale Hotel, Skopje, Macedonia	Skopje
228	Financial Feasibility- Proposed Midscale Hotel, Astana, Kazakhstan	Astana
229	Financial Feasibility- Proposed Upscale Hotel, Burabay, Kazakhstan	Burabay
230	Financial Feasibility- Proposed Midscale Hotel, Aktobe, Kazakhstan	Aktobe
231	Financial Feasibility- Proposed Upscale Hotel, Shymkent, Kazakhstan	Shymkent
232	Financial Feasibility- Proposed Upscale Hotel, Goderzi, Georgia	Goderzi
233	Financial Feasibility- Proposed Economy Hotel, Batumi, Georgia	Batumi
234	Financial Feasibility- Proposed Lifestyle Hotel, Batumi, Georgia	Batumi
235	Financial Feasibility- Proposed Upper-Upscale Hotel, Tbilisi, Georgia	Tbilisi
236	Financial Feasibility- Proposed Resort, Batumi, Georgia	Batumi
237	Financial Feasibility- Proposed Upscale Hotel, Tbilisi, Georgia	Tbilisi
238	Financial Feasibility- Conversion of Golf Resort, Vilnius, Lithuania	Vilnius
239	Financial Feasibility- Proposed Upscale Hotel, Constanta, Romania	Constanta
240	Financial Feasibility- Proposed Upscale Hotel, Valcea Romania	Valcea



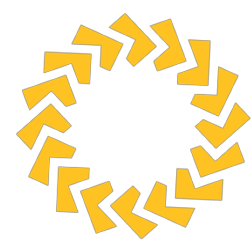


Selective List of Other Assignments conducted by the leadership team

#	PROJECT	CITY
241	Financial Projections- Proposed Resort, Mamaia, Romania	Mamaia
242	Financial Projections- Proposed Upscale Hotel, Amaan, Jordan	Amaan
243	Financial Projections- Proposed Upscale Hotel, Muscat, Oman	Muscat
244	Financial Projections- Proposed Upscale Hotel, Bishkek, Kyrgyzstan	Bishkek
245	Financial Projections- Proposed Upscale Hotel, Doha, Qatar	Doha
246	Financial Projections- Proposed Upscale Hotel West Bay, Doha, Qatar	Doha
247	Operational Overview and Financial Projections- Midscale Hotel, Doha, Qatar	Doha
248	Financial Projections- Resort, Bournemouth, UK	Bournemouth
249	Financial Projections- Proposed Upper-Upscale Hotel, London, UK	London
250	Financial Projections- Proposed Upscale Hotel, Kent, UK	Kent
251	Financial Projections- Proposed Resort, Ashbury, UK	Ashbury
252	Financial Projections- Proposed Resort, Cambridge, UK	Cambridge
253	Financial Projections- Proposed Resort, Oxford, UK	Oxford
254	Financial Projections- Proposed Resort, Nottingham, UK	Nottingham
255	Financial Projections- Proposed Resort, Strafford, UK	Strafford
256	Financial Projections- Proposed Resort, Crewe, UK	Crewe
257	Financial Projections- Proposed Resort, Perthshire, UK	Perthshire
258	Financial Projections- Proposed Upscale Hotel, Glasgow, UK	Glasgow
259	Financial Projections- Proposed Midscale Hotel, Southport, UK	Southport
260	Financial Projections- Proposed Upscale Hotel, Cambridge, UK	Cambridge
261	Financial Projections- Proposed Upscale Hotel, Leeds, UK	Leeds
262	Financial Projections- Proposed Midscale Hotel, Cobham, UK	Cobham
263	Financial Projections- Proposed Upscale Hotel, Killbride, UK	Killbride
264	Financial Projections- Proposed Upscale Hotel, Leicester, UK	Leicester
265	Financial Projections- Proposed Upscale Hotel, London, UK	London
266	Financial Projections- Proposed Upscale Hotel, Rostov on Don, Russia	Rostov on Don
267	Financial Projections- Proposed Upscale Hotel, Kislovodsk, Russia	Kislovodsk
268	Financial Projections- Proposed Midscale Hotel, St. Petersburg, Russia	St. Petersburg
269	Financial Projections- Proposed Upscale Hotel Novosibirsk, Russia	Novosibirsk
270	Financial Projections- Proposed Upscale Hotel, Moscow, Russia	Moscow

	PROJECT	CITY
271	Financial Projections- Proposed Upscale Hotel, St. Petersburg, Russia	St. Petersburg
272	Financial Projections- Proposed Upscale Hotel, Kampala, Uganda	Kampala
273	Financial Projections- Proposed Upscale Hotel, Bukhara, Uzbekistan	Bukhara
274	Financial Projections- Proposed Upper-Upscale Hotel, Colombo, Sri Lanka	Colombo
275	Financial Projections- Proposed Upscale Hotel, Kigali, Rwanda	Kigali
276	Financial Projections- Proposed Hotel & Serviced Apart., Kigali, Rwanda	Kigali
277	Financial Projections- Proposed Upscale Hotel, Istanbul, Turkey	Istanbul
278	Financial Projections- Proposed Upscale Hotel, Bursa, Turkey	Bursa
279	Financial Projections- Proposed Upscale Hotel, Gaziantep, Turkey	Gaziantep
280	Financial Projections- Proposed Upscale Resort, Rize, Turkey	Rize
281	Financial Projections- Proposed Upscale Hotel, Iskenderun, Turkey	Iskenderun
282	Financial Projections- Proposed Upper-Upscale Hotel, Bursa, Turkey	Bursa
283	Financial Projections- Proposed Lifestyle Hotel, Izmit, Turkey	Izmit
284	Financial Projections- Proposed Upscale Hotel, Isparta, Turkey	Isparta
285	Financial Projections- Proposed Upscale Hotel, Vakfikebir , Turkey	Vakfikebir
286	Financial Projections- Proposed Upscale Hotel, Isnik, Turkey	Isnik
287	Financial Projections- Proposed Upscale Hotel, Giresun, Turkey	Giresun
288	Financial Projections- Proposed Upscale Hotel, Hendek, Turkey	Hendek
289	Financial Projections- Proposed Upscale Hotel, Simav, Turkey	Simav
290	Financial Projections- Proposed Upscale Hotel, Niğde, Turkey	Niğde
291	Financial Projections- Proposed Upscale Hotel, Izmir, Turkey	Izmir
292	Financial Projections- Proposed Upscale Hotel & Serviced Apt., Istanbul	Istanbul
293	Financial Projections- Proposed Upper-Upscale Hotel, Istanbul, Turkey	Istanbul
294	Financial Projections- Proposed Midscale Hotel, Istanbul, Turkey	Istanbul
295	Financial Projections- Proposed Upscale Hotel, Istanbul, Turkey	Istanbul
296	Financial Projections- Proposed Upscale Hotel, Istanbul, Turkey	Istanbul
297	Financial Projections- Proposed Upscale Lifestyle Hotel, Ankara, Turkey	Ankara
298	Financial Projections- Proposed Upscale Hotel, Diyarbakir, Turkey	Diyarbakir
299	Financial Projections- Proposed Upscale Hotel, Unye, Turkey	Unye
300	Financial Projections- Proposed Upscale Lifestyle Hotel, Istanbul, Turkey	Istanbul





Selective List of Other Assignments conducted by the leadership team

#	PROJECT	CITY
301	Financial Projections- Proposed Upper-Upscale Hotel, Kayseri, Turkey	Kayseri
302	Financial Projections- Proposed Upscale Hotel, Kutaisi, Turkey	Kutaisi
303	Financial Projections- Proposed Midscale Hotel, Istanbul, Turkey	Istanbul
304	Financial Projections- Proposed Midscale Hotel, Dhaka, Bangladesh	Dhaka
305	Financial Projections- Proposed Upscale Hotel, Dhaka, Bangladesh	Dhaka
306	Financial Projections- Proposed Midscale Hotel, Dhaka, Bangladesh	Dhaka
307	Financial Projections- Proposed Upscale Hotel, Dhaka, Bangladesh	Dhaka
308	Financial Projections- Proposed Upscale Resort, Murree, Pakistan	Murree
309	Financial Projections- Proposed Upscale Hotel, Islamabad, Pakistan	Islamabad
310	Financial Projections- Proposed Upscale Hotel& Serviced Apt, Lahore, Pakistan	Lahore
311	Financial Projections- Proposed Upscale Hotel, Lahore, Pakistan	Lahore
312	Financial Projections- Proposed Upscale Hotel, Hyderabad, Pakistan	Hyderabad
313	Financial Projections- Proposed Upscale Hotel& Serviced Apt, Manama, Bahrain	Manama
314	Bahrain Market Study	Bahrain
315	Financial Projections- Proposed Golf Resort, Cairo, Egypt	Cairo
316	Financial Projections- Proposed Resort, Addis Ababa, Ethiopia	Addis Ababa
317	Financial Projections- Proposed Upscale Hotel, Addis Ababa, Ethiopia	Addis Ababa
318	Financial Projections- Proposed Midscale Hotel, Addis Ababa, Ethiopia	Addis Ababa
319	Market Study Dubai Marina and Barsha	Dubai
320	Financial Projections- Proposed Upscale Hotel, Dubai, UAE	Dubai
321	Operation Review – Four-Star Hotel, JBR Dubai, UAE	Dubai
322	Market Study Dubai, UAE	Dubai
323	Market Study Sharjah, UAE	Sharjah
324	Market Study Ras Al Khaimah, UAE	Ras Al Khaimah
325	Market Study Abu Dhabi, UAE	Abu Dhabi
326	Financial Projections- Proposed Upscale Hotel& Serviced Apt, Dubai, UAE	Dubai
327	Financial Projections- Proposed Upscale Hotel& Serviced Apt, Jaddaf, Dubai, UAE	Dubai
328	Financial Projections- Proposed Upscale Hotel, Business Bay, Dubai, UAE	Dubai
329	Financial Projections- Proposed Upper-Upscale Hotel, Abu Dhabi, UAE	Abu Dhabi
330	Financial Projections- Proposed Upscale Lifestyle Hotel, Barsha Height, Dubai, UAE	Dubai

	PROJECT	CITY
331	Financial Projections- Proposed Upscale Hotel, Dubai Marina, Dubai, UAE	Dubai
332	Financial Projections- Proposed Upscale Hotel, Goa, India	Goa
333	Financial Projections- Proposed Upscale Hotel, New Delhi, India	New Delhi
334	Financial Projections- Proposed Upper-Upscale Hotel, Varanasi, India	Varanasi
335	Financial Projections- Proposed Upscale Resort, Kolkata, India	Kolkata
336	Financial Projections- Proposed Upper-Upscale Hotel, Jaipur, India	Jaipur
337	Financial Projections- Proposed Midscale Hotel, Ahmedabad, India	Ahmedabad
338	Financial Projections- Proposed Upscale Hotel, Jaipur, India	Jaipur
339	Financial Projections Portfolio Acquisition- Multiple locations, India	Multiple Cities
340	Financial Projections- Proposed Upscale Hotel & Suites, Hyderabad, India	Hyderabad
341	Financial Projections- Proposed Upscale Hotel, Ahmedabad GIFT, India	Ahmedabad
342	Financial Projections- Proposed Upscale Hotel & Suites, Bengaluru, India	Bengaluru
343	Financial Projections- Proposed Upscale Hotel, Uttar Pradesh, India	Uttar Pradesh
344	Financial Projections- Proposed Upscale Hotel, Bangalore, India	Bangalore
345	Financial Projections- Proposed Upper-Upscale Hotel, Kolkata, India	Kolkata
346	Financial Projections- Proposed Upper-Upscale Hotel, Chennai, India	Chennai
347	Financial Projections- Proposed Lifestyle Hotel, Kochi, India	Kitchi
348	Financial Projections- Proposed Upscale Hotel, Gandhinagar, India	Gandhinagar
349	Financial Projections- Proposed Midscale Hotel, Mumbai, India	Mumbai
350	Financial Projections- Proposed Upscale Hotel, Ajmer, India	Ajmer
351	Financial Projections- Proposed Upscale Hotel, Bhubaneshwar, India	Bhubaneshwar
352	Financial Projections- Proposed Upscale Hotel, Bhubaneshwar, India	Bhubaneshwar
353	Financial Projections- Proposed Upscale Resort, Gir, Gujarat, India	Gir, Gujarat
354	Financial Projections- Proposed Upscale Resort, Uluberia, India	Uluberia
355	Financial Projections- Proposed Midscale Hotel, Bengaluru, India	Bengaluru
356	Financial Projections- Proposed Upscale Hotel, Arpora, India	Arpora
357	Financial Projections- Proposed Upscale Hotel, Kapurthala, India	Kapurthala
358	Financial Projections- Proposed Upscale Hotel, Dehradun, India	Dehradun
359	Financial Projections- Proposed Midscale Hotel, Greater NOIDA, India	Greater NOIDA
360	Financial Projections- Proposed Midscale Hotel, Shinay, India	Shinay





Selective List of Other Assignments conducted by the leadership team

#	PROJECT	CITY
361	Feasibility Study and ROI Analysis, Proposed Le Meriden Hotel, Doha, Qatar	Doha
362	Feasibility Study and ROI Analysis, Proposed Four-Star Hotel, Al Wakrah, Qatar	Al Wakrah
363	Highest and Best Use Feasibility Study Proposed Ultra-Luxury Hotel Doha, Qatar	Doha
364	Feasibility and Return on Investment Analysis, Five-Star Destination Resort, Qatar	Qatar
365	HBU Feasibility Study Proposed Five-Star Lifestyle Hotel, Doha, Qatar	Doha
366	Highest and Best Use Feasibility Study Proposed Four-Star Hotel , Doha, Qatar	Doha
367	Market Feasibility Study Proposed Four-Star Beach Resort, Dubai, UAE	UAE
368	Market Feasibility Study Proposed Mixed-Use Development, Muscat, Oman	Oman
369	HBU Feasibility Study Proposed Five-Star Hospitality Development Doha, Qatar	Doha
370	Market Feasibility Study and ROI Analysis, Proposed Luxury Hotel, Doha, Qatar	Doha
371	HBU Feasibility Study, Proposed Lifestyle Hotel and Serviced Apartments, Manama	Manama
372	Market Feasibility Study and ROI, Proposed Five-Star Lifestyle Hotel, Manama	Manama
373	HBU Feasibility Study, Proposed Luxury Branded Residences, Manama	Manama
374	HBU Feasibility Study, Proposed Upscale Lifestyle Hotel & Serviced Apt. , Manama	Manama
375	Feasibility Study and ROI-Five-Star Serviced Apartments and Branded Residences	Manama
376	Operator Search, Selection, Management Agreement Negotiation -Proposed Five-Star Serviced Apartments and Branded Residences, Manama	Manama
377	Feasibility Study and ROI Analysis-Five-Star Hotel, Serviced Apartments	Manama
378	Valuation - Proposed Four Seasons Hotel, Manama	Manama
379	Market Study and Feasibility - Proposed Luxury Resort, Manama	Manama
380	Hotel Operational Performance- Five-Star Hotel, Alexandria, Egypt	Alexandria
381	Hotel Operational Performance Review-Five-Star Hotel, Cairo, Egypt	Cairo
382	Market Study Egypt- multiple destinations	Multiple cities
383	Strategic Advice - Hospitality Division Restructuring and Development, Egypt	Multiple cities
384	Operator Search - Hospitality Portfolio, Egypt	Multiple cities
385	HBU Feasibility Study Proposed Five-Star Mixed-Use Development, Muscat, Oman	Muscat
386	Market Feasibility Study and ROI - Luxury Hotel and Serviced Apartments, Doha	Doha
387	Market Feasibility Study and ROI Analysis - Proposed Five-Star Hotel, Doha, Qatar	Doha
388	Quarterly Performance Review - Five-Star Hotel and Serviced-Apartments, Dubai	Dubai
389	Dubai Rate Positioning Study-Variou Proposed Five-Star Resorts	Dubai
390	Highest and Best Use Feasibility Study - Proposed Hospitality Development, Muscat	Muscat

	PROJECT	CITY
391	Concept Development, Feasibility Study Proposed Luxury Wellness Resort	Dubai
392	Valuation - Proposed InterContinental Hotel Dubai Marina, Dubai, UAE	Dubai
393	Market Feasibility Study- Proposed Five-Star Hotel Lusail City, Doha, Qatar	Doha
394	Valuation - Proposed Versace Hotel, Dubai, UAE	Dubai
395	Market Study and Financial Projections - Proposed Beach Resort, RAK	Ras Al Khaimah
396	HBU Feasibility Study - Proposed Luxury Hotel and Serviced Apartments	Dubai
397	Valuation - Five-Star Resort The Palm Jumeirah, Dubai	Dubai
398	HB, Residential Study and Operator Search -Five-Star Serviced Apt.	Dubai
399	Market Feasibility Study- Proposed Destination Resort, Falcon City	Dubai
400	Integrated Retail ,Hospitality, Tourism Environment- Amsterdam Hilton	Amsterdam
401	Business Development- Peninsula Hotels	Multiple
402	Asset Management-The Garden Hotel Guangzhou, China	Guangzhou
403	Asset Management- The Kowloon Hotel Hong Kong, China	Hong Kong
404	JV and Redevelopment- Peninsula Beijing Acquisition, Beijing, China	Beijing
405	Acquisition and Redevelopment- The Peninsula New York, USA	New York
406	Market Study, Feasibility Study and Valuation - Proposed Mixed-Use Development, Dubai	Dubai
407	Portfolio Asset Management- The Repulse Bay Apartments& Residences	Hong Kong
408	Xin Tian Di Heritage Redevelopment - Langham Hotel Shanghai, China	Shanghai
409	Burj Al Arab Marine Site Extension, Dubai, UAE	Dubai
410	Investment Transaction and Development-Emirates Towers Business Park	Dubai
411	Urban Planning & Development-Oman Convention and Exhibition Centre	Muscat
412	Operator Selection and Negotiation-Crowne Plaza Convention Centre	Muscat
413	JV Transaction HMA and Brand Positioning, Preopening Advisory- Peninsula Beverly Hills, USA	Los Angeles
414	Site Redevelopment, Tourism Study -Peak Tower and Tram , Hong Kong	Hong Kong
415	Site Acquisition, JV Negotiation Development Agreements-Peninsula Chicago	Chicago
416	Site Identification and Development - Peninsula Club and Residences The Bund ,Shanghai	Shanghai
417	Site Acquisition, JV Negotiation Development Agreements-St Georges Hospital Site	London





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