



GLOBAL
ASSET
SOLUTIONS



WE ARE PLEASED TO INVITE YOU TO JOIN OUR EXCLUSIVE CLIENT NETWORK



SUMMARY

Your partner

Global Asset Solutions
Our values are our greatest commitment
Your key partner

Optimisation and better return on your assets

Our 5-star team

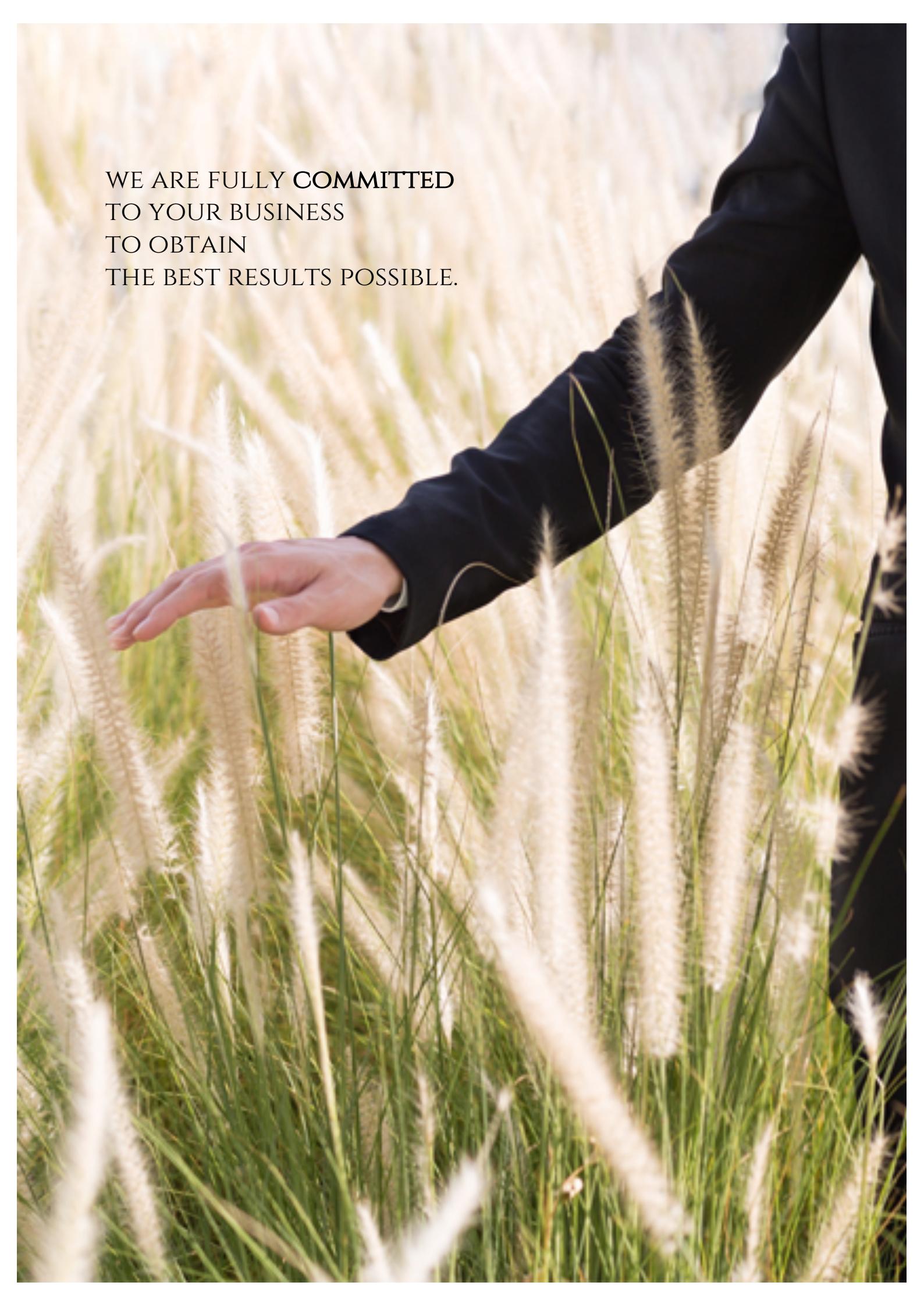
Fully customised services

Hotel Asset Management
Hotel Investment Banking
Consulting

Success stories

Contact

WE ARE PLEASED TO INVITE YOU TO JOIN OUR EXCLUSIVE CLIENT NETWORK

A photograph showing a person's arm and hand reaching out over a field of tall, golden-yellow grass. The person is wearing a dark long-sleeved shirt. The background is filled with more of the same grass, creating a sense of depth and texture.

WE ARE FULLY COMMITTED
TO YOUR BUSINESS
TO OBTAIN
THE BEST RESULTS POSSIBLE.



GLOBAL ASSET SOLUTIONS

YOUR PARTNER

WE ARE PLEASED TO INVITE YOU TO JOIN OUR EXCLUSIVE CLIENT NETWORK



GLOBAL ASSET SOLUTIONS

We are one of the major independent companies in the world that **specialises** in hotel asset management. We would like to be your key partner and help you maximise the value of your hotel assets for a better return on investment, creating **optimum output** to meet the goals of your business plans as quickly as possible.

We offer a **fully exclusive, bespoke service**, providing the necessary knowledge to **increase the value** of your assets thanks to our experience and overall knowledge of the international tourist sector, hotel asset management and the investment sector.

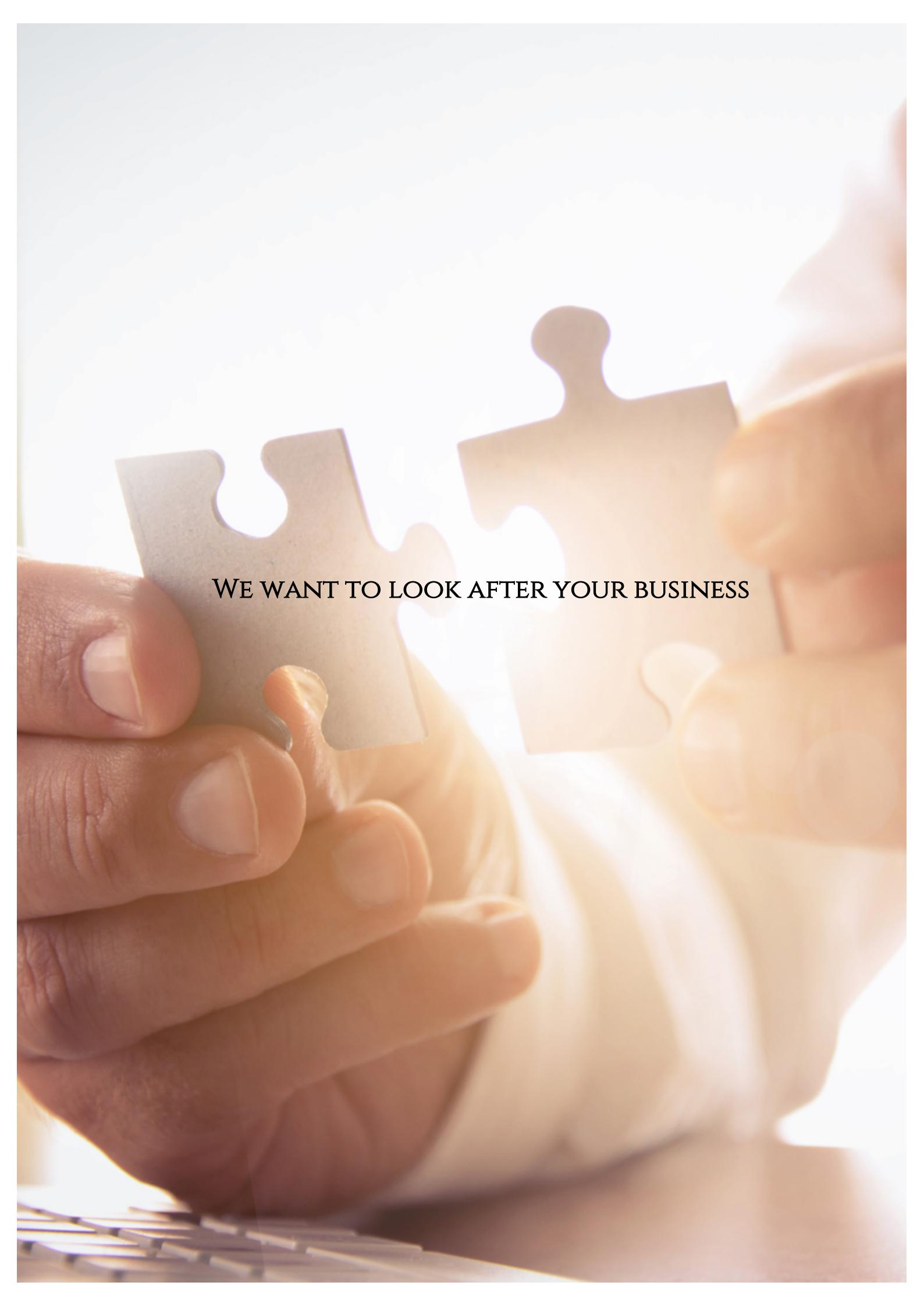
WE SELECT OUR CLIENTS AND THE PROJECTS ON WHICH WE WORK TO CREATE LIFELONG RELATIONSHIPS, AND WE ARE FULLY COMMITTED TO YOUR BUSINESS TO OBTAIN THE BEST RESULTS POSSIBLE.

To ensure this is the case, we have a **highly qualified team** with over 100 years of combined experience in hotel financial management. We are well-informed of the trends of the world tourism sector, and in permanent contact with all types of professionals and associations around the globe.

We analyse your needs, design the necessary action plan, and advise the operating executive team on how to implement it **successfully**. Our unique, **innovative methodology** fully ensures the results you propose are achieved. Every hospitality asset also needs the best financing structure, and our expert team in Investment Banking will source the appropriate deals available for your property.



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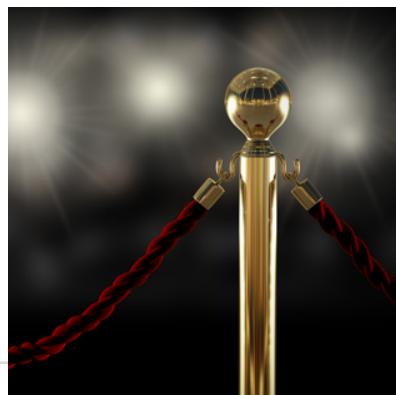


WE WANT TO LOOK AFTER YOUR BUSINESS

We like to work exclusively on the projects we select.

We carefully select our clients so that we can devote our full attention to them. Our unique way of working is completely personalised, to offer you a customised service that meets your requirements and specific needs, and represents the best way forward for your investments.

EXCLUSIVITY



VALUE



We provide expert knowledge and experience in all areas of tourism, hospitality and related financing.

We seek the highest profitability on any asset, driven by revenue optimisation and cost savings to optimise your resources and operations. We look after your business so that you can reap the greatest value possible from your assets, investments or brands.

ETHICS

Our commitment to quality, transparency, ethics and responsibility are values we defend and encourage in the way we work.

We guarantee complete privacy and confidentiality in all our professional relationships. We believe in and create hotels that are efficient and responsible towards all parties involved. This applies to guests-services, shareholders and employees alike. Furthermore, we are fully committed to all relevant social and environmental issues.

These values make us a reliable, trustworthy company.



PARTNER



We listen to your needs, analyse your situation and propose the best solutions.

We work together to provide a flexible, effective and efficient response. The experience we have acquired throughout our long history and the work we have performed in all types of markets, has enabled us to develop an effective, results-oriented methodology that ensures your goals are met.

We are the right long term partner to maximise your investments.

OUR VALUES ARE OUR GREATEST COMMITMENT



YOUR KEY PARTNER

We are in a highly competitive market in which each company seeks its own position, providing its different values. We do this by guaranteeing a **unique, professional, top quality, trustworthy and reliable service.**

We ensure your peace of mind and will do our utmost to look after your investments while you make sure your business continues to grow. You can rest assured that we will make your assets increase in value as quickly as possible. We work incessantly on driving revenues in all operations and improving the **efficiency of our processes** and services, adapting them to the new technologies and to your needs in order to offer the best response.

We believe in a common strategy, which best represents the interests of shareholders, teaming up with the operator and the local teams to best optimise your output.



We guarantee complete assurance in the planning and implementation of the project, endorsed by the utmost confidentiality, supported by total transparency and completed by the complete integrity of our team. The key partner you need to meet your goals

BEHIND EVERY CLIENT AND EVERY CUSTOMISED SERVICE IS A TEAM THAT IS FULLY COMMITTED TO THEIR INVESTMENTS.

WE ARE PLEASED TO INVITE YOU TO JOIN OUR EXCLUSIVE CLIENT NETWORK



GLOBAL ASSET SOLUTIONS

OPTIMISATION AND
BETTER RETURNS
ON YOUR ASSETS

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OPTIMISATION

Our **unique methodology** (analytical as well as practical operational experience) in financial management ensures the **utmost value of your hotel assets**. We review and analyse the work of the operators, propose an individual solution adapted to suit each hotel or investment, and ensure **the requirements and goals are met**.

Through our **advice and management of your assets**, we ensure investors will obtain a much **higher return**, above-average revenues and greater flow-through, either by managing your hotels, repositioning your hotels as independent brands, or incorporating it under the umbrella of a leading brand appropriate to your hotel.

Global Asset Solutions generates greater value for any hotel investments, either by repositioning less productive hotel assets in markets with growth potential, or improving the financial performance of productive assets. We have managed hotels and resorts worldwide that have obtained significant market penetration over a **short period of time**. We specialise in detecting and suppressing all procedures and activities generating excess costs, especially during the first few years of asset management.



Four Seasons Bora Bora, French Polynesia



OPTIMISATION

We set up standardised financial models, create databases and generate an analytical "dash-board" of the hotel. These models are applicable to P&Ls, market share analyses, working capital management, incremental flow-through and Capital Expenditure / FF&E reserves. Once the financial analysis of the hotel or resort is complete, we create an action plan that meets the goals that **ensure the property value is maximised**.

We provide support in marketing and sales, strategic positioning, revenue management, social media presence and guest reviews in order to draw up the appropriate plan to meet your sales targets as soon as possible.

Hotels are medium to long-term investments where relationships between the owner, the operator and the team on the ground are extremely important. We believe that our main role is to create an environment in which the three parties can thrive and develop, as only then can we achieve a maximum valuation of the asset.

WE CREATE THE ACTION PLAN TO MEET THE GOALS THAT ENSURE THE PROPERTY VALUE GROWS.

OVERSIGHT OF OPERATION

- Optimise Performance and strategic direction
- Market share
- Support Operations
- Value Increase from Brand
- Reasonable Costs from the Operator

OWNER/INVESTOR

HOTEL

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SOLUTIONS

MANAGING THE INVESTMENT

- Capital Expenditure
- Improving ROI
- Provide Capital Market Insight
- Maximise Investment

BANK/LENDER

OPERATION OVERVIEW

- Increase Operating Profit
- Manage Working Capital
- Increase Cash Flow

OPERATOR

MANAGING THE CAPITAL

- Cycle-alignment / Improvement of ROE and IRR
- Refinancing
- Financing of Capital Expenditure
- Recapitalisation
- Restructuring

WE ARE PLEASED TO INVITE YOU TO JOIN OUR EXCLUSIVE CLIENT NETWORK

Waterbar. Taj Blue Sydney, Australia



WE CAN ACHIEVE A MAXIMUM
VALUATION FOR EVERY
HOSPITALITY ASSET



GLOBAL ASSET SOLUTIONS

OUR 5-STAR TEAM

WE ARE PLEASED TO INVITE YOU TO JOIN OUR EXCLUSIVE CLIENT NETWORK



OUR 5-STAR TEAM

We are an **independent** company formed by a team of experienced Asset Managers with a track record of success with the most prestigious hotel chains and the most successful hotels in the world. We have an intimate knowledge of the market to improve your results and immediately increase results with a minimum in investments.

A 5-star team listens to your needs, with global market knowledge and ongoing training in the most innovative market trends and concepts in order to offer you the appropriate solution to ensure your properties and/or investments grow. We attend and frequently speak at the main hospitality conferences around the world (e.g. HICAP, IHIF, WH Sydney, RHIC, AHIC, NYU, and the Four Seasons annual owners' conferences, etc). Furthermore our Asset Managers teach regularly at some of the most prestigious schools and universities (Ecole Hôtelière de Lausanne, ESSEC, University of Surrey, etc).

We are **socially responsible** and are dedicated members and leaders within the Hotel Asset Managers Association (HAMA). Finally, we regularly contribute to books, blogs and publications, and participate in panel discussions in order to share and gain knowledge on recent developments in our industry.

Blue Karma, Bali, Indonesia





ALEX SOGNO / BARCELONA

CEO & Senior Hotel Asset Manager

Global Asset Solutions founder.

Mr. Sogno began his career in New York City after graduating with honors at Ecole Hôtelière de Lausanne, Switzerland. He joined HVS International New York, and he established a new venture at the Cushman & Wakefield headquarters in Manhattan.

In 2005, Mr. Sogno began working for Kingdom Hotel Investments (KHI), founded by HRH Prince Al-Walid bin Talal bin Abdul Aziz Al Saud, a member of the Saudi Royal family, and asset managed various hotels branded by, amongst others, Four Seasons, Fairmont, Raffles, Mövenpick, and Swissotel. He also participated in the Initial Public Offering (IPO) of KHI at the London Stock Exchange as well as the Dubai International Financial Exchange.

Mr. Sogno is the co-writer of the 'Hotel Asset Management' textbook published by the Hospitality Asset Managers Association (HAMA), the American Hotel & Lodging Education Institute, and the University of Denver. He is the Founder of the Hospitality Asset Managers Association Asia Pacific (HAMA AP) and Middle East Africa (HAMA MEA).

English, French & Spanish

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FRED NOVELLA / BARCELONA

Managing Director & Senior Hotel
Asset Manager

A founding member of Global Asset Solutions and currently overseeing the Operations and Marketing divisions.

A specialist in pre-opening hotels and airlines, operations, hotel investments as well as sales and residential marketing. He has worked at senior level in various hotels, in addition to working with several airlines. Mr. Novella was involved in the launch of Etihad Airways (Abu Dhabi), which brings him the experience of having worked with a large variety of cultures around the world.

A board member for HAMA MEA (Hospitality Asset Manager Association).

English, French & Spanish.

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GUSTAV BJOERN/LONDON

Senior Hotel Investment Banker

Mr. Bjoern is a banker specialising in hotels and hotel real estate. He has more than 20 years of experience in hotel operations, financial advisory roles, lending and investment banking in United Kingdom, Europe and North America. He has advised, arranged, structured and lent on a transaction volume of more than € 3 billion across the capital stack.

Having spent years in the operations, including management, at his family's hotel in Denmark, he joined HVS International in New York, allowing for the shift into banking with CW Capital in Boston, US, and Areal Bank in Wiesbaden, Germany. Most recently, he headed the Hotel Investment Banking – EMEA platform at Jones Lang LaSalle in London, before joining Global Asset Solutions.

Mr. Bjoern holds a Bachelor degree in Hotel Business Administration from Ecole Hôtelière de Lausanne, Switzerland.

English & Danish.

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ALEX SLORS/ LONDON

Senior Hotel Asset Manager

Mr. Slors has more than 30 years of experience in the hospitality industry and has a great knowledge of both hotel operations and large multinational hospitality corporations. This makes him an ideal support specialist for hotel owners and investors in order to maximise the value of hotel assets.

In 1988 he started working for different hotels as a financial controller (The Kensington Close, the London Ritz, the Hong Kong Prudential, the Saint Georges, Le Meridien Piccadilly and the Waldorf, to name a few). Subsequently, Mr. Slors became Group Financial Accountant at Le Meridien Hotels and Resorts, followed by VP Finance roles at Le Meridien and the Dorchester Collection. Mr. Slors is a regular guest lecturer at the Ecole Hôtelière de Lausanne and ESSEC in Paris and speaks industry related conferences.

English, Dutch & German.

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**DOUGLAS LOUDEN/
HONG KONG
Senior Hotel Asset Manager**

Mr. Louden began his hotel career at the famous Gleneagles Hotel in Scotland, before joining Regent International in Australia, and then moving to China with Shangri La International.

He later became Director of Operations for various hotels and was responsible for the development of the Hard Rock Hotels brand.

A great defender of Sustainable Tourism, Mr. Louden contributed to the creation of Youth Career Initiative (providing opportunities for disadvantaged youth around the world) of the Shinta Mani Foundation in Cambodia.

He has asset managed properties throughout the Asia / Pacific region, representing the owners and overseeing hotels managed by Hyatt, Hilton, Marriott, Starwood and Accor.

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MELANIE STUMP/ ZURICH Hotel Asset Manager

Ms Stump's career in hospitality started at the Gleneagles Hotel in Scotland. In addition to her work experience in hospitality in Switzerland and the United Kingdom, she has a background in business operations in the legal sector and the health industry.

Ms Stump has experience in European Hotel Development with Marriott International and has worked on Hotel Asset Management Assignments across Europe and the French Polynesia on new acquisitions as well as pre- and post-opening assignments.

She holds a B.Sc. (graduation with honours) in International Hospitality Management from Ecole Hoteliere de Lausanne with a specialisation in real estate, market and corporate finance.

English, German & French.

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WE ARE THE RIGHT LONG TERM PARTNER
TO MAXIMISE YOUR INVESTMENTS





FULLY CUSTOMIZED
SERVICES

WE ARE PLEASED TO INVITE YOU TO JOIN OUR EXCLUSIVE CLIENT NETWORK



Our services are personalised, adapted to meet the specific needs of each client, market and owner we evaluate.

The Global Asset Solutions teams is characterised by its **unique expertise**, thanks to:

PROFESSIONAL EXPERIENCE in the main hotel chains worldwide. Global Asset Solutions has, over the years, worked with a variety of clients types such as private equity funds, individual investors, family offices, REITs and banks and therefore has a thorough understanding of how to maximise the asset subject to the requirements of ownership.

Involvement in **MORE THAN 1.000 HOTEL PROJECTS** in North America, Europe, the Middle East, Africa, Asia and the Pacific.

MANAGING HOTEL ASSETS (Hotel Asset Management) in more than 30 luxury hotels, 5.000 rooms and for a value of over €3.000 M.

SPECIALISING IN HOTEL OPENINGS and in the integration of newly acquired assets.

The overall vision and **INTERNATIONAL NETWORK** of more than 200 professionals/consultants in hotel development.

EXTENSIVE EXPERIENCE IN FINANCIAL VALUATION and appraisal of assets and estates.

Founders of the **HOSPITALITY ASSET MANAGERS ASSOCIATION** Asia Pacific and Middle East Africa, a direct affiliate of HAMA US.

FULLY INDEPENDENT from traditional consultancy companies to avoid any conflicts of interest and separate from owners to guarantee complete objectivity and more competitive results.



Hotel Asset Management involves managing the investment to meet the specific goals of the owner.

The role of the Hotel Asset Manager involves increasing the value of the asset and of the portfolio. At Global Asset Solutions, our expert team of Senior Hotel Asset Managers has worked around the globe for the owners of the main hotel chains, are permanently updating their knowledge with the latest asset management techniques and have a real, objective view of the current challenges of the tourism market.

We can assist you in the following work areas:

MONITOR THE FINANCIAL PERFORMANCE:

Review of the current performance of the hotel in comparison with the budget and with the previous year, supervise the budget approval process.

Monitor forecasting, balance sheet and on-the-books businesses.

Ensure the right balance mix of day-to-day monitoring and strategic investment advisory.

1

CAPITAL EXPENDITURE:

Establish rules on CapEx process and projects approval (e.g. obtain multiple bids).

2

Ensure the right balance between R&M versus CapEx.

Monitor budgeting for CapEx and long term planning.

Provide ROI analysis.

Guarantee full transparency for the owner.

REVENUE MANAGEMENT

Unlock access to multi-dimensional internal and benchmark data.

Control over rate setting and internet marketing/distribution/social media.

Strategic planning, tight supervision of sales and marketing, analysis of market trends, market positioning.

3

Secure full control of the PACE, forecasting and budgeting, room type utilisation, flow-through by segment, complimentary room night report, geo-stats...

Control of channel submission and reservation cost per channel and other hidden costs.

Tracking of sales and marketing targets for the hotel and supervising of activities.



4

OPERATIONAL REVIEWS:

Confirm that owner's interest has a direct influence on property level operating decision.

Supervise the effectiveness of attracting revenues and cost control.

Ensure that the on-going projects are moving along at property level.

Review of external and internal client and staff satisfaction surveys.

Evaluate key personnel and request hotel corporate support when necessary (e.g. replacing staff, training, S&M initiatives...).

Monitor stock level.

Certify that the asset is well looked after.

CONTRACTS:

Review all major contracts (e.g. retail, consultant bid).

Advice on all third-party contracts on behalf of the owner.

Protect all owner interests, safeguarding third-party consultants and advisors in terms of property issues.

7

ADVISE OWNERSHIP ON INVESTMENT STRATEGIES:

Optimisation of hotel investment strategies, high and best use.

Annual comparison with the initial investment goals.

Modeling discounted cash flow analyses, valuations and hold/sale analyses.

Value alternative strategies, such as additional investments or expansion.

5

ADVISE OWNERSHIP ON MANAGEMENT ISSUES:

Continuous performance supervision and contractual compliance.

6

Establish communication channels between all stakeholders (e.g. owner, operator, executive team, employees, communities).

Transparency: good news or bad news, the owner needs to be informed.

8

MONITOR INVESTMENT COMMUNITY:

Benchmark study in relation to comparable properties.

9

LOAN COMPLIANCE:

Ensure loan compliance.

Evaluate capital structure, contractual and legal obligation.

Guarantee the competitive lending through the economic cycle.

FRANCHISE AND OPERATOR AFFILIATIONS:

Warrant more brand transparency balance owner versus operator interest.

Advice on the initial selection and appointing of the management company or franchise.

Verify the conformity of the hotel management contract.

When necessary, support owner with termination of hotel management agreement.

10





Hotel Gallia Milan, Italy



HOW DO WE (1) MEASURE AND (2) BENCHMARK OUR PERFORMANCE AS ASSET MANAGERS:

Value creation: (1) market value of the asset; (2) increased value, comparison to investment objectives set at acquisition.

Asset utilisation: (1) capital expenditure; (2) capital plan implementation, capital expenditure budget.

Financial performance: (1) revenue, rental income, GOP, net profit, EBITDA, IRR, ROI, underwriting returns, maximising debt coverage ratio; (2) returns compared to market, EBITDA compared to market, returns compared to asset potential, incremental income compared to underwriting, budget.

Growth: (1) NOIPAR, change in asset market value, operational efficiency improvement, forecast, variance analysis, ability to find investment opportunities, RevPAR growth index, incremental market share; (2) year over year, historical 5-year trend.

Operating: (1) occupancy, RevPAR, ADR, comp set, market share, operating efficiency; (2) comparison to budget and competitive set, RevPAR index, comparable P&L.

Relationship: with operator and/or franchise relations, long term relationship with owners, consistent ability to meet compliance tests.

Quality: Property condition scores, guest satisfaction/quality scores.

WE ARE PLEASED TO INVITE YOU TO JOIN OUR EXCLUSIVE CLIENT NETWORK



We are our clients' **key partner** and communication channel with the **market** and their **investments**. At Global Asset Solutions our **Hotel Investment Banking services and solutions** consist of opening up local, regional and international capital markets.

We **save** our clients **time** and **money** by identifying investment opportunities, as well as risks, **risk pricing** and overall **capital cost** associated with a project, before they move forward.

Our team are experts in the field of capital secured and backed by hotel operations and assets; we have a finger on the pulse of the current global lending and investment climate.

Global Asset Solutions can provide a full set of **bespoke services and solutions**, based on your needs and goals, to solve any need that may arise:

CAPITAL SOLUTIONS across the capital stack and life-cycle of the asset (considering the ultimate aim of the acquisition, refinancing, renewal or development) ensuring the all important balance between the risk proposition contained in operation vs. that of the capital. We arrange:

- Debt.
- Preferred Equity / Mezzanine Debt.
- Joint Venture Equity.

We provide **CERTAINTY OF EXECUTION** and improved capital pricing and conditions, by utilising our **global banking and investor relationships** nurtured over more than a decade in the sector.

We implement the most suitable **CAPITAL STRATEGIES** via local, regional and global Banks and Shadow Banking and Direct Lending platforms, managed by Private Equity firms, Corporations and Institutions.

We **ORIGINATE AND CLOSE** transactions for our clients in a timely and professional manner.

WE GUARANTEE COMPLETE OBJECTIVITY
AND MORE COMPETITIVE RESULTS



Carlton Cannes, France



Our consultants specialise in hotels and resorts can offer the guidance you need and the appropriate vision of your hotel asset during its full investment cycle.

The knowledge of the team of consultants is ideal for the reviewing and negotiating of management, leasehold and franchise agreements, as well as the sale and acquisition of existing hotels or those being constructed.

Our most effective service proposals offer the right solution in every situation:

HOSPITALITY FUND: Create hotel investor profile, introduction to major banks, set up hotel fund, provide capital solutions across the capital stack and life-cycle of the asset, acquisition, and then full asset management.

EVALUATING POTENTIAL HOTEL TO ACQUIRE: Full asset management review of the hotel to guarantee it is the right investment for owner and avoid costly mistakes.

POSITION AN ASSET PRIOR A SALE: Maximise real estate value, assist and advice owner during sale process.

MANAGEMENT CONTRACT NEGOTIATION: Advise on lease/management/franchise agreement with hotel operators.

COMPILE AND MANAGE PSP'S: Clear road maps, building investment value, re-position under performing assets.

EXISTING HOTEL: Asset management review of an existing asset to create the future strategy with clear objectives and measurable targets to improve performance.

ACQUISITION SUPPORT: Ensure the all important balance between the risk proposition contained in operation vs. that of the capital. We arrange debt, preferred equity / mezzanine debt, joint venture equity. Our work methodology begins creating the asset management strategy, continue repositioning the asset and finish maximising the investment.

PRE-OPENING SUPPORT: Managing pre-opening and initial phase of operations, keep pre-opening budget in line with market.

MANAGE CAPITAL IMPROVEMENT PLANS: Analysing and managing operators PIP's and FF&E.



GLOBAL
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SUCCESS STORIES

WE ARE PLEASED TO INVITE YOU TO JOIN OUR EXCLUSIVE CLIENT NETWORK

Number of rooms: 107 ultra-luxurious guestrooms, including 100 overwater bungalows and seven beachfront villas.

Food & Beverage: 4 outlets (fine dining/international, Polynesian, Asian, grill/beach bar).

Meeting space: 1 meeting room, 70 sqm.

Other services: large spa (featuring seven indoor treatment rooms and two open-air treatment pavilions), gym (secluded Fitness Centre and open-air, overwater yoga deck), sauna, 131-foot infinity pool, Ruahatu Lagoon Sanctuary, wedding chapel, 646-square-foot boutique shopping outlet, boats, two tennis courts, a beach volley court, diving school, water sport centre, kid's club (featuring a splash pad and kids' clubhouse), recreational/activity centre, early check-in/check-out lounge, business centre.

Back of the house facilities: staff housing, laundry, engineering workshop, dry & cold storage, dock, and resort services including power generators, solar panels, water storage/treatment and sewerage treatment.

Opening year: Built in 2008, the Property was kept in excellent condition and maintains strong cash flow generated by many value enhancement opportunities.

**FOUR SEASONS
RESORT
Bora Bora, French
Polynesia**







DESCRIPTION

Four Seasons Resort Bora Bora, one of the world's most exclusive luxury resorts in the world, which was named the "No. 1 Hotel in French Polynesia" by Condé Nast Traveller and ranked No. 1 on TripAdvisor's list of the most "Romantic Hotels in the World." Situated on the inner banks of Motu Tehotu, with unobstructed views of the majestic Mount Otemanu, the Resort sprawls across 54 scenic acres on Bora Bora's north-eastern shore.

The Resort features some of the most unique guestrooms in the world, maximising privacy and relaxation and offering the most high-end experience in Bora Bora. In addition to its one-of-a-kind resort accommodations, the Property also consists of 15 for-sale Private Residence sites ranging from 0.8 to 1.2 acres, providing either ocean or lagoon frontage, and full access to the Resort's amenities and exceptional Four Seasons service.

FOUR SEASONS RESORT Bora Bora, French Polynesia

SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

- During the four years of Global Asset Solutions supervision, the Resort became one of the World's Most Acclaimed Resorts, renowned for its famed overwater bungalows, and award-winning Four Seasons service.
- The Resort has commanded some of the highest ADRs in the world, which was part of our new marketing strategy, with a special focus on:
 - pro-active revenue management and PACE analysis.
 - increased direct business within certain business segments (limiting exposure with receivable accounts).
 - geographic source of business to leverage seasonality.
 - minimising all commissions.
 - improving room type utilization (specially suites/villas marketing).
 - maximising segments with high ancillary spend.
 - improved social media and became best performing Four Seasons hotel.
- Without any new additional flights in the market and with two hotels renovated in the market, the hotel remained the market leader and improved its margins, with a RGI above 200%.
- With higher revenue and better managed cost (e.g. changing food provider to US, improving energy consumption), the Resort's excellent performance in terms of flow-through and has translated to significant cash flow.
- Global Asset Solutions introduced ROI-driven capital projects (controlling ~7M Euro CapEx spend in three years totalling ~180 projects). We reconfigured certain overwater bungalow (e.g. additional terrace and plunge pool), public (e.g. improve/redesign most F&B concept, creation of activity desk to improve in-house sales and excursions) and back-of-house spaces to heighten the guest experience, enhance ancillary revenue, and capture additional cost savings (e.g. construction of solar panels farm).
- New services such as direct private jet services from the U.S. to the resort were also worked on with the hotel team. Independent hotel valuation grew by >20% the last two years allowing owners to have a successful exit.

Number of rooms: 236 guestrooms, including 34 suites.

Food & Beverage: 6 outlets (Montreux Jazz Café themed brasserie, high-end Steak house restaurant, lounge bar, large terrace, pub/restaurant & bar, buffet restaurant).

Largest conference, banqueting space in Switzerland: superb facilities for 10 to 12,000 persons in a wide array of venues (15 meeting space, traditional and listed in the main hotel, and modern and airy in the 'Petit Palais').

Other services: a fitness area, over 2,000 sqm of Spa, indoor and outdoor swimming pools, boutique shopping arcade and offices, night club, mini golf, business centre, and a wedding/event studio.

Back of the house facilities: 55 apartments for staff housing, engineering workshop, dry & cold storage, dock.

Opening year: 1884-1906

**FAIRMONT
MONTREUX PALACE
Switzerland**







DESCRIPTION

Since its opening, the Fairmont Montreux Palace has set the tone of elegant luxury in Switzerland and has a very rich diplomatic and cultural history: the peace-keeping Montreux Convention was signed there in 1936, Vladimir Nabokov was once a guest, and in Funky Claude's Bar, formerly known as Harry's New York Bar, Quincy Jones cooked a special chicken dish that remains on the menu today.

This iconic hotel with an eventful and illustrious history has always retained a young face. This jewel of Belle Époque embodies a unique piece of history dating back to 1884 and occupies an exceptional site on the north shore of Lake Geneva in the heart of Montreux, one of Europe's most beautiful settings. With extensive refurbishment over recent years, the property combines the finest of Belle Époque style with the convenience of highly modern amenities.

The hotel is a founding hotel of "The Leading Hotels of the World" association, has been accredited in the World Top 100 by the readers of Conde Nast Traveller magazine and in the world's top 50 hotels by Travel & Leisure Magazine.

FAIRMONT MONTREUX PALACE Switzerland

SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

Global Asset Solutions initially conducted a full review of the operation in order to have a strategic view on how to work with the operator to improve the asset. Several specific areas were identified such as:

- Strengthening and reviewing the revenue management procedures/structure with new market segmentation (developing new demand generators).
- Oversee the transition between FRHI and Accor to ensure adequate support were provided from corporate both on a revenue standpoint (wider distribution network, larger customer's loyalty programme and database, etc.), but also for reducing cost (larger purchasing volume, sharing of system costs amongst more hotels, increased brand marketing power, etc.).
- Work with operator on improving flow-throw for F&B especially in banqueting.
- Drive C&E and slowly returning MICE business (offering volume in conjunction with creating demand) and become more involved with Convention Bureau.
- Challenging operator status quo with management agreement, cost allocation, USALI changes, operation and corporate support (e.g. S&M, finance, etc.).

Number of rooms: 343 guestrooms, including 39 suites with sea views.

Food & Beverage: 4 outlets (fine dining/brasserie, seasonal beach restaurant, two bars).

Meeting space: 10 meeting rooms, 1,004 sqm.

Other services: private sandy beach, a small fitness area with a treatment room, boutique shopping outlets, boat dock, business centre, 126 parking space.

Back of the house facilities: staff housing, engineering workshop, dry & cold storage, dock, and a power generator.

CARLTON CANNES INTERCONTINENTAL France





DESCRIPTION

Built by Charles Dalmas in the early 20th century, the Carlton is one of the most dazzling symbols of the legendary Croisette in Cannes, France.

This luxurious hotel blends the charms of yesteryear with upscale and modern amenities. This sophisticated Palace is an iconic hotel, which was featured in Alfred Hitchcock's 1955 classic film "To Catch a Thief". The hotel was built in 1909, and a new wing was added in 1913. "La Grand Dame" hosted the creation of the League of Nations (forerunner of the United Nations) in 1922, and saw the birth of the International Film Festival in Cannes in 1946. Within the last century, this building has built a real identity.

The hotel is part of the French "patrimoine" and the façade was listed as an historical monument in 1984. This assignment was completed in 2014-15.

CARLTON CANNES INTERCONTINENTAL France

SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

- Global Asset Solutions conducted a forensic balance sheet review at the hotel and further followed up on the various flagged item. Such controls ensured that receivables are valid claims and properly supported, that the receivables are reconciled on a daily and monthly basis (as appropriate), that credit has been granted in accordance with a formally approved credit policy and prudent business practices and the collection of receivables is reasonable and forthcoming, and that a reserve for doubtful accounts has been established and the reserve is reasonable.
- In order to make sure that ownership gets the best possible return out of its hotel investment, Global Asset Solutions also analysed the human resources department, including individual evaluation of key personnel, review of headcount and manning guide review with focus on overstaffing and comparisons to other units for reasonableness, employee cohesiveness evaluation, training programs evaluation, staff development and reward programs evaluation, hiring process and staff retention, and monitor communication with individual employee and union.
- Coordinate with the owner and the local authorities the security commission (e.g. fire regulation compliance).

Number of rooms: 79 guestrooms, including 21 suites and 3 unique suites.

Food & Beverage: 3 outlets (fine dining 1 Michelin Star restaurant, a brasserie, a lounge, a wine room and a bar).

Meeting space: 7 meeting rooms, 462 sqm.

Other services: indoor swimming pool, fitness area with treatment rooms, sauna, steam bath, Whirlpool, solarium, business centre, boat dock, 40 covered parking spaces.

Back of the house facilities: engineering workshop, dry & cold storage, dock, and a power generator.

Opening year: 1867

AMSTEL AMSTERDAM INTERCONTINENTAL Netherland





DESCRIPTION

InterContinental Amstel Amsterdam is a five-star superior hotel marked by a long tradition of genuine hospitality and discreet luxury.

In 2016 and 2017 the hotel was dedicated to celebrating the 150th jubilee of the hotel, as the construction started on April 26th, 1866. The hotel opened its doors 1 year and 1 day later in 1867 and has been praised ever since for its royal appearance and homely warmth. The imposing lobby, historical staircase, beautiful chandeliers and high ceilings make it a true Grand Dame Hotel. The landmark building is recognised as the most iconic hotel in Netherland.

The 79 rooms and suites feature an authentic character with room surfaces that are among the largest of Amsterdam. This assignment was completed in 2014-15.

AMSTEL AMSTERDAM INTERCONTINENTAL Netherland



SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

- We ensured that the changes of USALI 11th edition were implemented correctly. We identified an incorrect allocation with a lease and had to involve the Financial Committee of USALI, based in the US, to help us convince the operator to finally make the necessary changes.
- Global Asset Solutions provided an initial review and the main goal was to provide ownership a clear overview of the operational efficiency/integrity, and on the risks and opportunities in the operation of each hotel.
- We reviewed each account (both P&L and balance sheet) with a clear and detailed review of the operational policies in the hotel. Based on this we advised and suggested ways to improve the operational result wherever possible. In the event that it was not possible to reconcile an account we clearly indicated what steps need to be taken within an agreed period in order to get these accounts ‘back on track’. This was subsequently verified through follow up visits as part of the monthly reviews. A special focus is usually made on company intercompany accounts, right allocation of revenues & expenses which had a direct impact on the management fees, inventory held by the hotel is adequately maintained and accounted for.
- During one of our visits, we identified areas in the back of the house which needed immediate attention. We informed the executive team and checked the areas during our following visit. During our site visits, there are some areas we always want to see: e.g. the roof, the staff changing room, the rubbish area and we check state of the façade. Those areas are very important, namely: potential leaks, clean environment for the staff and the way you treat your team will be the way they will treat your guests, the rubbish area is an area renowned for hiding stolen items, and the façade represents approximately 1/3 of the construction cost of a hotel.

Number of rooms: 192 guestrooms, including 23 suites.

Food & Beverage: 4 outlets (Italian, Roof top restaurant, a bar and cafe).

Meeting space: 3 meeting rooms, 238 sqm.

Other services: business centre, a small fitness area, and 30 covered parking spaces.

Back of the house facilities: engineering workshop, dry & cold storage, dock, and a power generator.

Opening year: 1926-57

INTERCONTINENTAL ROME DE LA VILLE Italy





DESCRIPTION

Built in 1924, the InterContinental Roma is located in the very heart of Rome, 50 feet from the top of the Spanish Steps.

The historical hotel contains a panoramic Terrazza overlooking Rome with a lounge bar and restaurant, and an internal garden restaurant "La Piazzetta", the "Café de la Ville" lobby bar, a concierge desk, private garage, a small business centre, and a small fitness area. This assignment was completed in 2014-15.



INTERCONTINENTAL ROME DE LA VILLE Italy

SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

- Sales & Marketing: maximise revenue (e.g. segmentation, BAR), improve DOSM strategies, control PACE report, and review competition. Work together with the executive team to find the best S&M strategy and challenge the status quo or way of doing business.
- Interpret and verify calculations, budgets, financial statements and reports submitted to Owner by the Hotel Management Company, while improving the amount of data provided (ensure operator provide all the financial data).
- Challenge budget proposal to reach higher performance and improve marketing plan.

Number of rooms: 467 guestrooms, including 23 suites.

Food & Beverage: 3 outlets (International, a bar and a club lounge).

Meeting space: 20 meeting rooms, 2,331 sqm.

Other services: a fitness area, club lounge floor, and boutique shopping outlet.

Back of the house facilities: engineering workshop, dry & cold storage, dock, and a power generator.

Opening year: 1963

**INTERCONTINENTAL
FRANKFURT
Germany**



DESCRIPTION

The InterContinental Frankfurt is a typical example of 1960's concrete architecture and has an excellent location.

Opened in 1963 with 499 rooms, which increased to 800 in 1971, and reduced to 770 in 1994, when two Club floors were created. In 2012 the City wing was sold to Grand City and, since then, the hotel counts 467 keys. The hotel has 2,331 sqm of conference and events space with a capacity of 1,000 pax for cocktails and 500 pax for seated dinners. This assignment was completed in 2014-15.

INTERCONTINENTAL FRANKFURT Germany



SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

- With large F&B outlet, banquet space and significant catering functions, Global Asset Solutions reviewed the financial performances of each outlet including room service, POS controls, review of procurement procedures, staffing and training specific to F&B outlets, and ensured that we had quality control procedures in place, including the right pricing, menu costing etc.
- Ensured compliance with management agreement, applied most up-to-date industry standards (interact with other owners/asset managers).
- Maximise cash flow, owner's return, liquidity management, loan negotiate, prioritise owner's repayments.



Number of rooms: 235 guestrooms, including 51 themed suites, one Gallia suite of 160 sqm, and the largest upper luxury President Suite in Italy of 1,000 sqm.

Food & Beverage: Rooftop Fine Dining and rooftop bar, and an all-day cuisine lounge & bar. Diners have several other glamorous options: a very trendy cigar lounge, and wine cellar with chef's table.

Meeting space: 12 meeting spaces over 1,000 sqm and an additional 700 sqm of foyer space.

Other services: On the seventh floor is the exclusive La Cupola. At 88 m² and with a spectacular dome, this multifunctional room features 23 luxury armchairs that can be folded away into the floor, plus a 100-inch 3D LED screen. It makes a stunning impression for events like movie premieres, press conferences, and exclusive VIP meetings and banquets. The hotel also includes the first ever Shiseido Spa of 1,000 sqm. The spa facilities extend across the 6th and 7th floor of the hotel, offering a total of 1,000 sqm of space with natural daylight, the largest hotel spa in Italy. The hotel also includes a 24/7 gym and a Maserati courtesy car service.

Back of the house facilities: engineering, dry & cold storage, dock, large banqueting kitchens.

Opening year: 1932, re-opened in 2015 after an extensive renovation.

HOTEL GALLIA MILAN Italy







DESCRIPTION

The Excelsior Hotel Gallia has an ornate, Belle Epoque exterior and an updated, glitzy interior redesigned by architect Marco Piva. Internationally renowned as one of Milan's most luxurious palace hotels, this jewel of Italian hospitality occupies an absolutely prime position overlooking the Piazza Duca d'Aosta and the historical Milan Central railroad station.

The 1,000 sqm Presidential Suite is the jewel of the crown of the newly renovated Excelsior Hotel Gallia, a Luxury Collection Hotel, where luxury, technology, high-level security and comfort are elegantly combined to offer our guests a bespoke and indigenous experience.

HOTEL GALLIA MILAN Italy

SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

Global Asset Solutions was involved in the project approximately two months before the opening of the hotel and assisted ownership in the final opening processes. In addition, some of the focus was based on:

- Finalising all pre-opening works and realising the opening of the spa, the seventh-floor destination restaurant, the main Suite and the Cupola venue.
- Monitoring the initial operation and structure in regard to clustered activities.
- Driving revenues in line with seasonality and finding the optimum mix of rate and volume in the market at any time.
- Implementing cost control procedures in order to be aligned with the budgeted bottom line.



Number of rooms: 302 units including 33 suites and 91 Club rooms.

Food & Beverage: two Spanish/international restaurants (one seasonal in the garden), one bar, and a club room buffet.

Meeting space: 16 meeting rooms for up to 600 people (the ballroom has direct access to the garden).

Other services: a small fitness area (3 massage rooms, but no spa), and concierge desk.

Back of the house facilities: engineering, dry & cold storage, dock, large banqueting kitchens.

Opening year: 1953 and was fully renovated in 2002.

**INTERCONTINENTAL
MADRID
Spain**







DESCRIPTION

The Intercontinental Madrid was formerly the Palace of the Duchy of Aliaga, a building enjoying great years of splendor in the early 50s. The hotel is located in the middle of the famous Paseo de la Castellana, and regularly hosted various celebrities such as Ava Gardner or Liz Taylor, and the delegation who signed the agreements that would open the US military bases in Spain.

A large majority of its business comes from embassies, and many international corporations. Considered one of the best business hotels in the capital, InterContinental Madrid offers all the exclusive services that a luxury hotel can offer and gastronomy is another aspect of the hotel's strengths.

INTERCONTINENTAL MADRID Spain



SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

- Global Asset Solutions' team researched and got together with some of the most prominent Chefs in Madrid to develop a new Signature restaurant. The team investigated possible layouts and plans. We also looked at engaging an F&B consultant to develop an accurate and clear vision of what the market requires, and to establish an appropriate approach around the brand of choice.
- When ensuring that all financial controls were in place, we identified an old outstanding payment from a long-term guest and we ensured that the receivables were valid claims and properly supported. We usually reconcile on a daily and monthly basis (as appropriate). We ensure that credit has been granted in accordance with a formally approved credit policy and prudent business practices and the collection of receivables is reasonable and forthcoming. A reserve for doubtful accounts has been established and the reserve is reasonable.
- Global Asset Solutions ensures that the fees of management agreement are calculated correctly and paid on time, that the recharges are reasonable and properly invoiced. We also check that the operator's distribution networks are delivering the expected bookings and that the commissions paid are all justified. For instance, we picked up invoices for agency commissions which appeared to be duplicated. Subsequently the operator was informed and involved in the resolving of this issue.

Number of rooms: 261 guestrooms.

Food & Beverage: the all-day dining restaurant seats 250 guests, a French style restaurant and a beach club, open air sky deck, tapas bar.

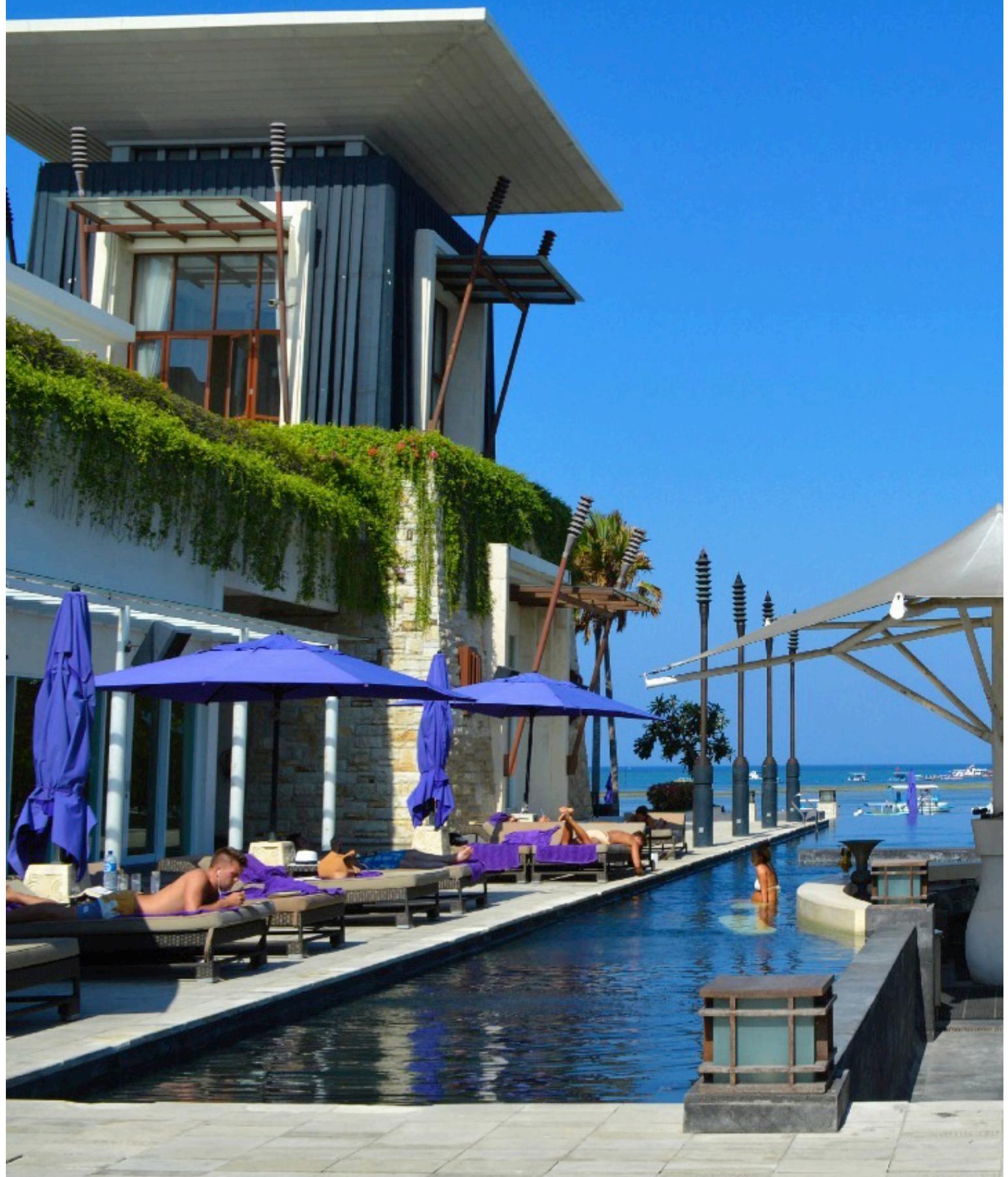
Meeting space: 1 ballroom, 630 sqm and wedding chapel.

Other services: large kids club, four level health club, with four well-defined areas dedicated to wellness and the guest's physical well-being, including a multi-purpose studio for yoga, a selection of technology machines and adjustable benches; a kinesis zone featuring six kinesis machines and a cardiozone, which includes treadmills, vario and synchron machines and the latest stationary bikes.

Opening year: 2014

SAKALA RESORT BALI Indonesia







SAKALA RESORT BALI

Indonesia

SUCES STORIES

Located on the South-Eastern coast of Bali, The Sakala Resort Bali boasts an extensive outdoor pool, spa and two dining options. Luxurious suites in this resort tastefully blend modern interiors with traditional Balinese touches.

The 5-star Sakala Resort Bali is a 10-minute drive from Bali Collection shopping centre, 30-minute drive from Ngurah Rai International Airport and a 40-minute drive from trendy Seminyak. Fitted with air conditioning and wooden flooring, spacious suites each feature a kitchenette, dining area and a cosy living area with plush cushions. Amenities include 42-inch flat-screen cable TVs and luxurious bath amenities.

Sakala Beach Club is located on the beachfront, offering a fine dining experience with French cuisine, while Asian delights are served at the restaurant by the main pool. The Lobby Bar specialises in Bali-inspired cocktails and light snacks.

DESCRIPTION

SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

- Global Asset Solutions has overseen the resort since late 2015. The hotel was significantly under performing and on its second management company at the time of our engagement. The property incurred operating losses in its first 3 years of operation.
 - Occupancy 2014 – 15.8%
 - Occupancy 2015 – 27.8%
 - Occupancy 2016 – 58.3%
 - Occupancy 2017 – 70.0% (Forecast)
- Given the hotel's very difficult opening period and under performance, Global Asset Solutions has focussed on driving positive much needed cash flow into the hotel. This has included prepaid tactical promotions which generated A\$2.4m in revenues, with the owners receiving A\$1.2m up front at the commencement of the program.
- Over this period of Global Asset Solutions involvement, revenues have increased 118%, at the end of 2015 the resort operated at a GOL, by year end 2017 operating profit performance will be in excess of 35%.
- Global Asset Solutions assisted the owners with negotiating the departure of the incumbent management company and the hotel has transitioned to an independently operated hotel in January 2017, with Global Asset Solutions providing operational support and oversight.
- The Sales and Marketing team has been re-structured and entirely new sales and marketing plan implemented.
- With occupancy stabilised, Global Asset Solutions is now focussing on driving improved yield and distribution of the hotel. This includes improved focus on OTA production, and long haul European markets.

WE ARE PLEASED TO INVITE YOU TO JOIN OUR EXCLUSIVE CLIENT NETWORK

Number of rooms: 100 spacious rooms.

Food & Beverage: One international restaurant and one bar.

Meeting space: 2 meeting rooms.

Other services: one indoor pool with a fitness center.

Back of the house facilities: engineering, dry & cold storage, dock, kitchens.

Opening year: The Woolloomooloo Wharf was built in 1911 by the Sydney Maritime Trust and was used originally as a wool and cargo handling facility. The building was nearly demolished but was listed under permanent conservation in the Australian Heritage Act, in 1988. The hotel design has kept and embraced the heritage of the building, which makes this hotel a unique asset. First opened in 2000 as W hotel, the property was acquired by Taj for AUD \$36 million (approximately USD \$27.1 million) in 2006. Taj, a subsidiary of Indian conglomerate Tata Group, sold the hotel to Hong Kong-based Ovolo Group for \$32 million in 2014.

TAJ BLUE SYDNEY Australia





DESCRIPTION

Our client was seeking to acquire the Taj Blue Sydney hotel in Sydney, Australia. This over-water hotel is an iconic upscale class city/resort located on the Wharf at Woolloomooloo and enjoys the views of the Sydney Harbour foreshore, city skyline and The Royal Botanical Gardens.

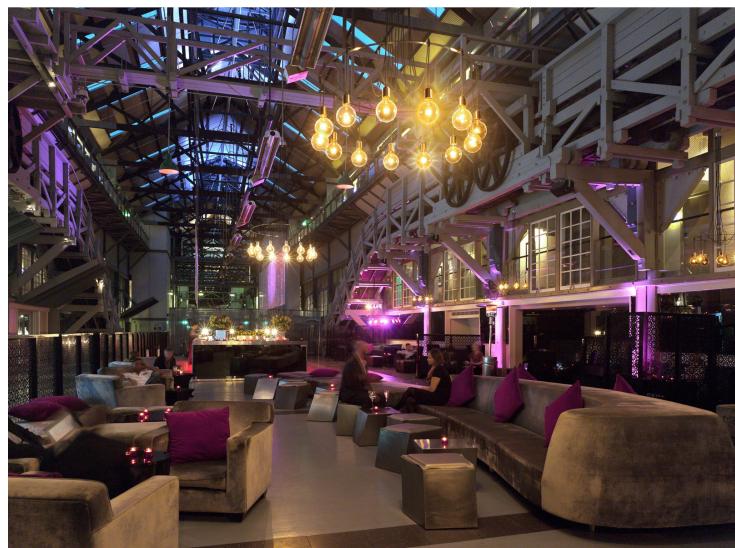
Located along the wharf promenade, this boutique hotel is situated within a mix-used complex including a luxury marina, entertainment, restaurants and apartments.

SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

This pre-acquisition assignment took place in 2013 and focused on three areas of review:

- Operational assessment including review of all revenues and expenses, to evaluate opportunities where revenues could be further maximised and/or expenses reduced based on knowledge of the hotel market in Sydney.
- Sales and marketing review, and valuation of the potential sales and marketing strategy, analysis and comments not limited to market share, ADR, Occupancy and REVPAR. Detailed commentary on the current performance against the competitors.
- Human resources review including manning structure and commentary of same, with a key focus with regards to expense reduction in manning and payroll.

TAJ BLUE SYDNEY Australia





Number of rooms: 160 spacious rooms with 50 world-class luxury whole-ownership for sale residential units.

Food & Beverage: 4 outlets (fine dining/international, Kazak, Asian, lounge/bars).

Meeting space: large meeting, banquet and conference facilities.

Other services: large full-service spa, fitness center, swimming pool, boutique shopping outlet, indoor parking, kid's club, business centre.

Back of the house facilities: engineering, dry & cold storage, dock, kitchens.

Opening year: Project on hold.

PROPOSED FOUR SEASONS ASTANA Kazakhstan





DESCRIPTION

The proposed property was a mixed-use development consisting of a 160-key full-service branded hotel and up to 50 private residences 300 sq. meter each on average, three restaurants, two bars, meeting rooms, swimming pool and a full-service spa.

The project was initially planned to open for Astana World Expo 2017; however, with the short deadline of construction and the high supply coming into the market, the project has been put on hold for now.

PROPOSED FOUR SEASONS ASTANA Kazakhstan

SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

This assignment took place in 2014 and focused on three areas:

- Full review, and analysis of the proposed operator business terms and conditions. The aim was to get maximum beneficial terms as possible.
- Negotiations with operator of the proposed business terms and conditions in order to sign a Letter of Intent that will be followed by the contracts/agreements.
- Analysis of the operator projections to review shortfall and working capital requirements. The drafting and final agreement documents was worked on in conjunction with owner's legal teams.
- Reviewed architectural plan and ensure that the various layouts are well defined and sustainable.

Number of rooms: 192 rooms.

Food & Beverage: 3 outlets.

Meeting space: large meeting, banquet and conference facilities.

Other services: large wellness and medical centre, 6 swimming pools, 4 outdoor, 2 indoor, 25 treatment cabins, 18 medical rooms.

Back of the house facilities: engineering, dry & cold storage, dock, kitchens.

Opening year: Project under construction.

**PROJECT
INCOSOL
MARBELLA
Spain**





DESCRIPTION

Opened as the most luxurious hotel in Marbella for retirement of the rich and celebrities. It was an international reference in the hotel/medical luxury sector during the 80s and 90s.

The hotel was closed in 2012 and is currently under redevelopment with a significant focus on the Wellness and Medical segment of the business.



PROJECT INCOSOL MARBELLA Spain

SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

Global Asset Solution and our partner provided a high-level feasibility that identified:

- Hotel and medical destination concept.
- Market positioning.
- Service and product offering.
- Consideration of the best operating solutions.
- Review of financial operating forecast.





Number of rooms: 117 guestrooms.

Food & Beverage: 2 outlets. All Day Dining and Tao (Thai/Balinese).

Meeting space: Balancing work and play, the resort is a meeting and events destination for groups of up to 110 people that foster creativity and open expression in a casual sophisticated environment. Featuring executive boardrooms that can accommodate up to 40 persons.

Other services: Spa with 4 treatment rooms, in house surf school.

Opening year: 2009

CAMAKILA
LEGIAN
RESORT
Bali, Indonesia





DESCRIPTION

This property is 3 minutes-walk from the beach. Just a stroll away from the golden sands of Legian Beach, The Camakila Legian Bali offers a lagoon pool and a beachfront infinity pool. It is ideally located between Kuta and Seminyak and provides 2 restaurants and a spa on site.

Pool views accompany all-day Western and international dining at Azza Restaurant. Overlooking the Indian Ocean, TAO Beach House specialises in Southeast Asian dishes. Cocktails can be enjoyed at the lobby, pool and rooftop bars.

Rooms at The Camakila Legian Bali come with a private balcony overlooking the pool or garden. Each room has a flat-screen TV, a safety deposit box and a sofa bed. The attached bathroom has a bathtub and shower.

Guests can exercise in the fitness centre, or relax on the sun loungers by the pool. The resort provides tour assistance and car rental. Laundry and dry cleaning services are also available. The Camakila Legian Bali enjoys easy access to dining, shopping and entertainment options. Ngurah Rai International Airport is 20 minutes' drive away, while both Kuta and Seminyak are a 10-minute drive from the hotel.

CAMAKILA LEGIAN RESORT Bali, Indonesia



SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

Global Asset Solution has overseen the resort since late 2015. The Owners had agreed to move from Franchise operation to a branded International operator commencing 1 January 2016. This relationship was not successful, and GAS assisted the ownership to establish themselves as an independent operation effective 1 July 2016. Occupancies have been stabilised and new distribution channels developed.

- Occupancy 2014 – 69.9%
- Occupancy 2015 – 68.5%
- Occupancy 2016 – 74.1%
- Occupancy 2017 – 74.7% (Forecast)

The Sales and Marketing team has been re-structured and entirely new sales and marketing plan implemented. GAS is now focussing on driving improved yield and distribution of the hotel. This includes improved focus on OTA production, and long haul European markets.

The ownership are now commencing construction of a new property (110 Keys) on an adjoining site.

Number of rooms: 185 guestrooms.

Food & Beverage: 2 outlets – All Day Dining and Tao (Thai/Balinese).

Meeting space: meeting and events destination for groups up to 300 people that foster creativity and open expression in a casual sophisticated environment. Featuring executive boardrooms that can accommodate up to 60 persons. The Tanjung Benoa Beach Resort Bali is also available for special functions at the pool and Tao Restaurant. Reconnect with your team with many team building activities such as beach volleyball, water sport or appreciation dinner accompanied with Balinese performance.

Opening year: 1999

**TANJUNG
BENOA RESORT
Bali, Indonesia**





DESCRIPTION

This property is 1 minute walk from the beach. Featuring a spa and an outdoor pool with swim up bar, The Tanjung Benoa Beach Resort - Bali offers water sport activities and 3 dining options. Located in Tanjung Benoa on Nusa Dua Beach, it provides a free shuttle bus to Bali Collection Shopping Mall twice daily. The Tanjung Benoa Beach Resort - Bali is approximately a 20-minute drive from Ngurah Rai International Airport.

Featuring traditional Balinese rooms with modern comforts, the spacious rooms provide a relaxing atmosphere with its wooden furnishings and tropical touches. They come fitted with minibars and tea/coffee makers. Safety deposit boxes are provided.

Guests can work out with a game of tennis or head to the resort's fitness centre for a good sweat. Table tennis and darts are some other recreational options provided. Traditional Asian fare is served at TAO Beachside Bar and Restaurant while Seaview Restaurant offers Western, international and Indonesian cuisine. TAO Lagoon and Lobby Lounge offer a variety of drinks.

TANJUNG BENOA RESORT Bali, Indonesia

SOME KEY HIGHLIGHTS, STRATEGY & IMPROVEMENTS IN ADDITION TO FULL ASSET MANAGEMENT DUTIES

Global Asset Solution has overseen the resort since late 2015. The Owners had agreed to move from Franchise operation to a branded International operator commencing 1 January 2016. This relationship was not successful, and GAS assisted the ownership to establish themselves as an independent operation effective 1 July 2016. Occupancies have been stabilised and new distribution channels developed.

- Occupancy 2014 – 69.9%
- Occupancy 2015 – 71.1%
- Occupancy 2016 – 62.2%
- Occupancy 2017 – 65.4% (Forecast)

The Sales and Marketing team has been re-structured and entirely new sales and marketing plan implemented. GAS is now focussing on driving improved yield and distribution of the hotel. This includes improved focus on OTA production, and long haul European markets.

The hotel's lease was due for renewal at the end of 2019, and based on the revised stabilised performance the owners have now decided to extend for a further 10 years and reinject capital into the hotel.





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