



CAPABILITY PROFILE

UHL Hospitality is a highly recognized independent specialist firm of consultants to the hospitality industry. UHL is one of the leading and accredited hotel and hospitality development strategy consultants in Asia Pacific & EMEA. We provide fast response comprehensive services to developers and owners of hotel and resort projects that are backed by substantial experience and know-how.

Your major benefit by us working with you on your hospitality sector investment is securing maximum earning capacity and reducing operating costs while gaining growth potential.

Because our extensive industry background puts us unequivocally as a foremost accredited hotels and hospitality development strategist group in Australia you can be confident in utilizing our expertise for new ventures or existing operations.

UHL, unlike many consultants and advisors, actually has operational, human capital selection and training, pre-opening and capital development experience. This is evidenced throughout the capability statement and with the caliber, experience and resumes of the employees of UHL.

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Services – it's about expertise & solid track record experience

The scope of our value to you includes:

- Market Research
- Development of an Operating Philosophy
- Preliminary Feasibility Studies and Reports
- Hotel Operator Selection
- Marketing Franchisor Selection
- Hotel Pre-opening Services
- Management and Franchise Agreement Negotiation
- Owner Representation
- Silent Hotel Inspections
- Hotel Management Services
- Franchise Management Service
- Redevelopment and Conversions
- Hotel Development Services & Hospitality Project Management
- Management Contract Vs Franchise
- Project Management Support
- Furniture, Fixtures & Equipment (F F & E) Procurement Consulting
- Design Briefing
- International Branding Compliance
- Operational/Financial/Energy Audits
- Realization Reports for Banks and Financial Institutions
- Asset Management
- Hospitality Accounting Services
- Communications, IT & Hospitality Technology
- Energy Management Services
- Specialist Back-of-House and Front-of-House design services

Leading by Example – Meet the Team

Andreas Pilz has more than 45 years' experience working in the hotel industry in Australia, Asia and Europe, starting with Hilton in Berlin. He was on the opening team of the Wentworth Hotel in Sydney and opened the Wentworth Melbourne (now Sofitel). He founded his independent hospitality company JBA Hospitality in Australia with 11 international offices in 1980 to develop the company as the largest hospitality services company in the Southern Hemisphere. It merged with a leading US based company in the early 1990's. He began his own international hospitality company 25 years ago and has advised clients such as Accor France, Savoy Hotel Group, Holiday Inn, Greenwood Whitley Brewery, De Vere Hotels and Stakis Inns. In Australia he has been actively involved in a wide range of hospitality assignments.

Andreas' key strengths include advising hotel project developers on how to best maximize their returns and in conducting operational design briefs to enhance financial viability.

UHL Hospitality – Capability Profile (continued)

Europe Partner – **Ulrich Wolfram** with 44 years of operational and development expertise is a leader who delegates authority, leads by example, employs a participatory style and respects political, religious and cultural differences.

He is a business focused hotelier who can achieve results in a highly competitive marketplace.

During his engagements in Europe, Australia, Africa, North America and Asia he acquired pre-opening and project management experience having refurbished and/or opened 26 hotels. As Chief Operating Officer for the US\$14 billion Mahindra Group, he was responsible for all aspects of the management of 32 hotels and involved in evaluating design and the opening of 19 of these hotels.

A highly focused and efficient manager with a proven capacity to provide innovative business solutions and turn-around skills, able to transform properties into high quality, profitable operations.

Richmond Paynter has been involved in property development and construction in NZ for more than 25 years. In 1980 he purchased the family building business, and is a public company since 1986. He has been instrumental in the development and construction of projects, including Edgewater Resort – Hotel, Wanaka.

Bill Edwards (Asset Management and Financials) – has over 35 years in the international hospitality industry. His career spans both the corporate and field operations of major hotel organizations. He has worked in Australia, New Zealand, the Pacific Islands and many countries throughout Asia and the USA. Bill's background has seen him in corporate functional roles of Finance, Development, Marketing and Human Resources. In Operations he has lead organizations, such as ITT Sheraton and IHG across the corporate organizations in the Australasia region and has been a successful General Manager of hotels. Until 2015 Bill was Director of Operations for IHG in Australia and New Zealand.

Chris Kogler (Project Assessment and Feasibility) has been involved in the property industry since 1978 and brings this experience to UHL in the role of Project Research, Assessment, Feasibility, Valuation and Project Management. As a Registered Valuer in Australia since 1984 (also Registered in New Zealand) and having operated his own Project Management firm from 1992, Chris also widened his interest in Hospitality by specializing in this field since 2002.

Jeff Brown (Senior General Hotel Manager) has been involved with hospitality management spans over 30 years and covers a diverse spectrum of management projects. Jeff Brown's career has taken him to 11 countries on 3 continents and his cultural experience is one of the foundations of his consultative management style.

How we work for you – Strategic Planning

Every project has its individual characteristics and peculiarities so we approach your property's investment goals with a focus on what you are seeking to achieve, not what's convenient for us. Your needs always come first. Hereunder we explain generally how we go about our work, depending of course on the individual assignment.

Preliminary Market Studies

We determine base parameters of the location, project site, competition and demand analysis. Assessing guest facility requirements and efficient internal layout are critical factors needed for the success of your development.

Hotel Management Company Recommendations and Selection

We evaluate brand awareness, distribution methods and sales effectiveness in the key feeder markets then review fee structures, contract conditions and whether the operator is appropriate for the development.

We prepare appropriate requests for proposals to hotel management companies. We determine potential hotel operators based on hotel positioning, requirements and capabilities.

We provide a high level of support to owner in management agreement negotiations. This covers fee structures, terms and conditions, roles and responsibilities undertakings, inducements, and conditions of termination. We then work in parallel with Hospitality Lawyers to finalize formal agreements.

Managed Investment Act

This encompasses guidelines in Strata Hotel Developments.

Facility Components

Accommodation

We provide the brief and/or input to architects into the number and size of accommodation units appropriate for the development, including internal layout and guest facilities. Room configuration and design to be based on target market expectations.

Food and Beverage

We provide input into the type and theme of the food and beverage facilities to be provided for the hotel or resort based on sound practices and market information. This includes the food & beverage briefs to the designers and working closely with the designers to ensure that the intent of the design is realized.

Back-of-House

Working closely with architects we ensure back-of-house facilities are adequate for the hotel operator to provide expected level of service, and layout provides a cost-effective operation.

UHL Hospitality – Capability Profile (continued)

Design Layout

By working with the interior designers and appointed consultants we help achieve sensible, efficient, comfortable and operationally sound layouts that reflect the design statement. We also undertake kitchen and laundry layout reviews.

Pre-Opening Support

- Acting as the principal interface between the owner and manager during the planning and preparation activities we perform regular reviews of progress and ensure that agreed timelines and budgets are met.
- We review management company budgets, executive staff and employee selection.
- It's essential we ensure pre-opening marketing activities undertaken by the operator are appropriate and will give the required exposure necessary under the circumstances.

Preparation of Hotel Operating Equipment Lists

We prepare in conjunction with hotel manager detailed hotel operating equipment lists for purchasing all hotel operating equipment such as televisions, guestroom safes, kitchen utensils, linen, loose furniture, etc. Ensuring the owner achieves optimum pricing, service and warranties are what exceptional client service is all about.

Communications, IT & Hospitality Technology

This requires us to assess the IT and communications infrastructure needs of the property and assist in the sourcing and evaluation of the latest products and services available.

Product Positioning Reviews

We determine the appropriate positioning of the hotel in terms of facility, amenities, service level, competition and pricing.

Competitive Analysis

We review the current and potential competitive set, evaluation strengths and weaknesses and identifying market gaps and opportunities.

Owner Representation



UHL can provide you with a valuable service in monitoring and reporting on the trading efficiency of the hotel. This service is important, particularly when the management company has been engaged to operate a property. *We protect the owner's interests.*

UHL Hospitality – Capability Profile (continued)

Hotel Management Service

UHL Hospitality can provide full independent (un-branded) management services for the operation of hotels, serviced apartments and resorts in Australia. This incorporates all aspects of hotel operations, marketing, financial management and reporting.

We supervise the overall operation of the hotel or resort, which includes provision of senior management, human resources, administration and financial systems, and install internal controls.

Management Contract vs Franchise?

Should an owner consider a full service Management Contract or enter into a Marketing Franchise Agreement, UHL can explain the benefits and shortcomings of each type of agreement and how they impact the operating results of your investment. UHL will use its extensive practical experience with both agreements to provide advice on the best options to meet your specific goals.

Our Track Record of Service

Australia

Sea Caloundra, QLD
The Westin Coolum Resort & Spa, Coolum, QLD
4 Point by Sheraton, Sydney Central Park, NSW
Aloft by 'W' Starwood, Adelaide, SA
Byron Bay Development, QLD
Imperial City Southport, QLD
4 Point by Sheraton, Brisbane, QLD
Adelaide Airport Hotel, SA
Boutique Hotel, Surfers Paradise, QLD
Felicity Hotel Mary Street, Brisbane, QLD
Mission Beach Spa Resort, QLD
Colvid, Melbourne, VIC
Azzura Corporation / Construction, QLD
Keppel Bay Marina Resort, QLD
Royal Pines Resort, Gold Coast, QLD
Azzura Greens, Hope Island, QLD
Elston Grandsurf, Surfers Paradise, QLD
Shores, Port Macquarie, NSW
Hervey Bay Hotel, Hervey Bay, QLD
Ramada Plaza Seaview, Townsville, QLD
Ramada Resort, Gold Coast, QLD
Orana Residential Resort, Townsville, QLD
Metro Group, Australia
Aquatic Resort, Tweed Heads, NSW
Dubbo International Hotel, NSW
Ramada Resort, Hervey Bay, QLD
Silverwater Resort, San Remo, VIC
Greenway Suites, Canberra,
Mean Fiddlers, Windsor, NSW
Pradella Group, Brisbane, QLD
Crown Plaza, Royal Pines Resort, QLD
Tropicana Inn, Broome, NT
Metro MI Hotel, Maroochydore, QLD
Grand Hotel, Gladstone, QLD
Australian Hotel, Townsville, QLD
Sunset Cove, Adelaide, SA
Prestige Resort Developments, Cairns, QLD
Riverway Apartments, Thuringowa, QLD
Palm Chalet, Magnetic Island, QLD
Metropole Hotel, Townsville, QLD
Bluecare – Suncoast / Hinterland Region, QLD
Batemans Bay Hospitality Development, QLD
Smart Property Group Hotels & Resorts
Lake Hume Resort Albury, NSW
Centrepont, Mackay, QLD
Prince Consort Hotel, Brisbane, QLD
Ramada, Ballina, NSW



Beachside Apartments, Ballina, NSW
Reed Cover Resort, Cairns, QLD
Coolangatta Resort, NSW

UHL Hospitality – Capability Profile (continued)

Australia (continued)

Ramada Riverside Apartments, Ballina, NSW
Lewis Land Corporation
Rockingham Resort, Perth, WA
Ephraim Island, Gold Coast, QLD
Ramada Pelican Waters (Golf), QLD
Windsor International, BNE
Virginia Palms International, BNE
Cabarita Beach, Northern NSW
St Bees Island, QLD
Lakeside, The Entrance, NSW
Ipswich, CBD, QLD
Mackay, CBD, QLD
Country Heritage Hotel, Bowral, NSW
Oyster Cover Golf Resort Hotel, GC, QLD
Riverfront, Fremantle, WA
Broadwater Hotel, Gold Coast, QLD
Darling Harbour, Sydney, NSW
Hope Island Resort, Gold Coast, QLD
Holiday Inn Hope Island, Gold Coast, QLD
Rainbow Shores, Fraser Island, QLD
Jessica Haven Resort, Sun. Coast, QLD
Harbour Cove Marina Resort, GC, QLD
Brisbane Cruise Port Development, QLD
Cypress Gardens, Surfers Paradise, QLD
Francis Street, Sydney, NSW
King Edward Towers, Brisbane, QLD
Regency Esplanade, Cairns, QLD
Heritage Lodge, Hervey Bay, QLD
Coomera Waters Village Resort, QLD
Oasis Apartments, Hervey Bay, QLD
Whitsunday Village, Airlie Beach, QLD
Hamilton Island, QLD
Day Dream Island, QLD
Gold Coast International, Surfers Paradise, QLD
Ocean Lodge Broome, NT
Joondalup Resort Hotel, WA
Vines Resort Hotel
Mindarie Keys Resort, WA
Broadwater Resort Busselton
Elephant & Wheelbarrow, Melb., Syd., Brisb
Bride O'Reillys, Melbourne, VIC
Rorke's Drift Bar & Café, Darwin, NT
Rosie O'Grady's Fremantle, WA
Sheraton 4 Point Portofino, Hope Island, QLD

New Zealand:

Woodsmill Hotel Dev., Christchurch NZ
Peterborough Hotel Dev, Christchurch NZ
McArthur Ridge, NZ
The Stadium Hotel, Auckland, NZ
The Perron Group, NZ
Queenstown, Bendemeer, NZ
Albert Street Hotel, Auckland NZ
Norwich Properties, Auckland NZ
Hyatt Auckland, NZ
Pradella Auckland, NZ
Pradella, Wellington, NZ
Timaru, NZ
Sheraton, Auckland NZ
Huntley Lodge, Christchurch NZ
Sofitel, Queenstown NZ

Middle East:

Sheraton Group
Oberoi Group
Hilton International
Intercontinental Hotel Group
In Cairo, Dubai, Abu Dhabi, Tel Aviv

Europe:

Thistle Group, UK
Dorchester, UK
Penta Hotels, UK
Stakis Inns, UK
Holiday Inn, UK
Moat House Hotels, UK
Greenwood Whitley Brewery, UK
De Vere Hotels, UK
*Gleneagles, UK (Golf)
Selfridge Hotel, UK
Savoy Group, UK (Savoy, Connought, Berkley, Claridges)
Trust House Forte, UK
Grand Hotel, Brighton, UK
Caledonian, Edinburgh, UK
Norfolk Resort Hotel, UK
St Francis, Jersey
Royal Evian, France
Casino Royal, France
Accor Group, France



PLM, France
Abella Hotels, France
Hotel Gray D'Albion, France
Hotel Beach Regency, France
Hotel Martinez, France

UHL Hospitality – Capability Profile (continued)

Europe (continued)

*Royal Inter-Continental, Germany
Park Hotel, Germany
Hilton Berlin, Germany
Intercontinental Berlin, Germany
Melia Castilla Group, Spain
Reid's Palace, Madeira
Royal Windsor, Belgium
Baron Hotels, Netherlands
Amathus Beach Hotel, Cyprus
Paphos Beach Hotel, Cyprus
The Sardinia, Sardinia

Asia Pacific:

Hilton International
Shangri-La
Excelsiors
Western International Hotel
Wyndham Hotel Group

Pacific Islands:

Sunlover, Nadi, Fiji
Fijian
Breakas Riverfront Resort Rentapau, Vanuatu
Rentapau Resort, Vanuatu
Ramada Breakas Beach Resort-Pango, Vanuatu
Tonga

UHL Hospitality – Capability Profile (continued)

Architects:

- Foster & Partners
- D'Cruz Design Group
- Hassell Architects
- Woods Bagot
- DBI
- Vorkas Architects
- Edge Architecture
- Oracle Architects
- NRA – Noel Robinson Architects
- Plus Architecture
- CCC – Crosson, Clarke, Carnachan Architects
- AB&M
- Kowalski Architects
- Harley Graham Architects
- TVS
- Crone
- The Rice Daubney Group
- Micor Jezer
- Alex Enborisoff
- Allen Jack & Cottier
- Garry Hunt & Partners
- Old Field Knott
- Phonan O'Brien
- Peddle Thorp / Agenti
- Paul Uhlmann
- Cottee & Parker
- Bligh Voller Neild
- LBP Architects
- Vision 1
- Ferro Muller Partnership
- Thomson Adsett
- Kevin Hayes
- Duc Associates
- Bruce Robinson & Associates
- DKO Architecture Pty Ltd
- MullArch Pty Ltd
- Buchan Brisbane Pty Ltd

- ML Design
- Design Inc
- Colab Architecture
- Alleanza Architecture
- O.G.E. Group Architects

UHL Hospitality – Capability Profile (continued)

More Recent Projects

“C” (Under construction).

“G” (*Greenfield*)

“OR” (*Operating Hotel Redevelopment / Expansion*)

“D” (In Development Process)

“O” (*Operating*)

- 4 Point Sheraton Portofino, Hope Island, QLD “PM” - Peragrin (collapsed)
- Holiday Inn Hope Island, Hope Island QLD “PM” - Bob Hill “OR” - Ramada
- Ramada Riverside Apartments, Ballina NSW – 2003 “O” - Hutchison
- Ramada Pelican Waters, Caloundra Qld – 2004 - Reeds Construction “O” Sebel
- Ramada Ballina Hotel & Suites, NSW – 2006 – Henzell “G” “O” Ramada
- Silverwater Resort, San Remo VIC – 2007 - Brian Rule Builder “G” “O” Ramada
- Greenway Hotel & Suites, ACT – 2007 “G” “O”
- The Stadium, Auckland New Zealand – 2007 “G” “O”
- Elston Resort, Surfers Paradise, QLD ° 2009 - Azzura Construction “G” “O” Wyndham
- Ramada Hotel & Resort, Hervey Bay, QLD – 2009 “O” Ramada
- Castaway Resort, Mission Beach, QLD – 2010 in progress “OR”
- Felicity Hotel, Brisbane, QLD – 2011 under construction “G” “O” 4 Point by Sheraton
- The Westin Coolum Resort & Spa, Coolum, QLD– 2014 “D”

- 4 Point by Sheraton, Brisbane – 2014 “O”
- Aloft by ‘W’ Starwood, Adelaide, SA – 2015 “D” – Watpac
- 4 Points by Sheraton, Central Park, Sydney, NSW – 2015 – “C” opening Aug 2018
- Sea Caloundra, Sunshine Coast, QLD – 2018 – “C”

UHL Hospitality – Capability Profile (continued)

UHL Management

“PM” (*Project Management Support*)

“P” (*Pre-Opening*)

“O” (*Opening*)

“M” (*Management*)

- 4 Points by Sheraton Portofino, Hope Island, QLD – “PM”
- Ramada Hope Island, QLD – “PM, O, M”
- Ramada Riverside Apartment, Ballina, NSW – “PM, O, M”
- Ramada Ballina, NSW – “PM, O, M”
- Ramada Hervey Bay, QLD – “PM, O, M”
- Greenway Suites, Canberra – “PM, O, M”
- Ramada Tropicana, Broom – “PM”
- Ramada Pelican Waters, Caloundra, QLD – “PM, O, M”
- Virginia Palms, Brisbane, QLD – “PM, M”
- Windsor International, Brisbane, QLD – “PM, M”
- Mackay CBD, QLD – “PM”

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