



Evarei



The Business We Provide And The Difference We Bring

Evarei was founded in 2015 as a collaboration between seasoned professionals in the real estate, hospitality, travel, private equity, and banking sectors with extensive professional expertise garnered from the Middle East region and elsewhere globally, each of whom has expertise relating to the businesses and projects that we target.

We specialise in management consultancy, alternative asset investment, and digitalisation in the real estate and hospitality sectors across the Middle East, Europe, Africa & Asia regions. Our business is to assist in the procurement, financing, planning & asset management of compelling businesses, projects and acquisitions.

Founded by investment professionals with decades of expertise in managing direct investments in the Middle East and elsewhere, Evarei provides a significant opportunity for investors and project owners to avail institutional project and capital management in professionally engineered and administered investments.

Our Value Proposition

Evarei is an alternative asset management, business development and management advisory firm.

We are focused on providing responsible, cost-effective business and investment advisory services across a diverse portfolio, harnessing our specialised real estate, tourism, travel and hospitality sector expertise to create and drive long-term value.

Unparalleled Regional Expertise as Industry Principals

"We know, as principals, the importance of making the right informed decisions every time and embracing consistent, effective, world-class investment management"

Having held leading roles with financial institutions and companies from the industry sectors to which we serve, our distinct alignment with project owners and investors makes Evarei unique. We are able to optimise and extract value from investment projects with our unparalleled understanding of the complexities and importance of diligent structuring, planning and delivering of world-class projects correctly, and making sure the right, informed decisions are taken.



Our Distinct Philosophy: Discipline and Vision

"We are diligent, meticulously disciplined industry professionals, able to structure, plan and comprehensively create value in the projects and assets that we manage, and we optimise value creation in the shortest possible time horizon"

"Our vision is to assist in the enhancement and procurement of business initiatives, projects and investments in the real estate, leisure, travel and hospitality sectors in MENA with our own vision to become a leading, world-class management advisory and alternative investment advisory firm in the region"

Alignment is Our Unique Approach

We align with fellow investors and principals to drive value. We help our clients conceive, source, structure, finance and deliver lucrative, world-class investment projects in the real estate, leisure and hospitality sectors in the Middle East, Europe, Africa and Asia regions. We help optimise balanced investment portfolios, predominantly within these sectors across this geographical frame.

We are strategically aligned with multiple, prominent institutions, groups and professionals in the finance, entertainment, leisure, hospitality, private equity, blockchain and digital tokenization space - both regionally and globally.

As part of our objective to pursue best-in-class practice, Evarei has based its head office in the UAE, and adheres to world-class business operation and financial regulatory standards.

Working with More Than 200 Prominent, International Investment Groups, our Executives Have Garnered Decades of Comprehensive Expertise Across Multiple Asset Classes and Sectors

HOTELS AND RESORTS

BLOCKCHAIN AND DIGITAL
TOKENIZATION

RETAIL FACILITIES
AND SHOPPING MALLS

EDUCATION FACILITIES

TRAVEL AND TOURISM BUSINESSES
AND INITIATIVES

SERVICED AND FURNISHED
APARTMENTS

AFFORDABLE HOUSING

CONDOMINIUM HOTELS

OFFICE COMPLEXES

HOTEL ACQUISITIONS AND
REPOSITIONING

RESIDENTIAL COMMUNITIES

STUDENT ACCOMMODATION

LEISURE FACILITIES AND AMENITIES

RESTAURANTS, FOOD & BEVERAGE
CONCEPTS, BRANDS & FRANCHISES

MEETING, EXHIBITION, CONFERENCE
AND ARENAS / AMPHITHEATRES

ENTERTAINMENT AND LEISURE
PROJECTS

AGRICULTURE / FOOD PRODUCTION

DESIGN HOTELS/HOSPITALITY
PROJECTS

DISTRESSED ASSET / COMPLETION
CAPITAL

SINGLE &
MULTI-ASSET MERGERS,
ACQUISITIONS AND DISPOSALS

GROWTH AND PRE-IPO CAPITAL

CORPORATE BRAND STRATEGY AND
STRATEGIC PLANNING

SALE AND LEASEBACK

MIXED-USE, MASTER-COMMUNITY
PROJECTS

Our Principal Aim is to Enhance Value in Everything we do

BLOCKCHAIN AND DIGITAL
TOKENIZATION

PROJECT DEVELOPMENT
MANAGEMENT & OWNER'S
REPRESENTATION

BUSINESS VALUATION &
TURNAROUND

BUSINESS PLANNING,
ENHANCEMENT AND ASSET
MANAGEMENT

MANAGEMENT CONSULTING
&
INVESTMENT MANAGEMENT

PRIVATE PLACEMENT
ADVISORY

FUNDRAISING ADVISORY

OPERATIONAL PLANNING
AND MANAGEMENT

PROJECT PROCUREMENT
AND DUE DILIGENCE

DEBT RAISING ADVISORY
AND REFINANCING

PROJECT BRAND
STRATEGY, MARKETING
AND PLANNING

MARKET AND FINANCIAL
FEASIBILITY STUDIES

A Selection of the More-Than 500 Projects Our Team Members Have Completed Includes Master-Community Development Schemes Totaling Over USD 100 billion in Value

Real Estate Development Strategy Masdar City, Abu Dhabi	USD 2 Billion Mixed-Use Master-Community Master-Planning Advisory & Multiple Market & Financial Feasibility Studies, UAE	Master-Planning Support – Mixed-Use Projects Chundriger Road, Karachi & Multiple Locations – UAE and across the GCC	Feasibility Study TDIC Saadiyat Island Cultural District, Abu Dhabi	Full Private Equity Fund Structuring and Setup CiRQ Investment Management – Dubai	Dubai Media City Feasibility Study & Brand Operator Procurement Fraser Suites, Dubai – for the Al Dhaheri Family
Makkah Technology Valley Company, Makkah, Kingdom of Saudi Arabia Strategy, Vision, Feasibility and Planning Advisory	Knowledge Economic City, Madinah, Saudi Arabia Strategy and Lead Concept Design	Large-Scale Master-Community – Full Conceptual Planning & Financial Feasibility Study Legends Resort, Dubai – for Gulf Finance House	Company Formation, Private Placement Structuring & Preparation ENSHAA psc	Restructuring Debt Advisory AREIT, Bahrain	Hospitality Strategy Newcastle United Football Club, UK
Master-Planning Advisory – Media & Financial ‘World Trade City’ Charlotte County, Florida	Masdar, Abu Dhabi, UAE – Development Planning and Strategic Advisory Services	Negotiations Strategy for Development Management, Zones Corp Abu Dhabi	Business Establishment, Investment & Ongoing Asset Management Capital Club Dubai	Global Development Strategy Armani Hotels & Resorts	Structuring & Establishment ABANAR U.K. Property Fund LLP
Land Massing Strategy, Urban Development Company, Jeddah Central Area District	Highest and Best Use Land Development Advisory 40,000 square metre land, Kuwait city centre	Strategic Medium-Term Business Plan Brickwood, Kuwait	Market & Financial Feasibility Study Luxury Hotel, Czech Republic	Multiple Market & Financial Feasibility Studies Development Licensees of Holiday Inn Express	Market & Financial Feasibility Assessment Serviced Apartments, Jeddah, Saudi Arabia
Market and Financial Feasibility Study Four Seasons Hotel – Valderrama, Spain – for N.H. Hoteles	Operational Review and Business Turnaround Nakheel Resort, Jeddah, Saudi Arabia	Financial Feasibility Study Proposed Hilton Hotel, Wembley Stadium, London	Business Planning, Strategy and Establishment SERAII Hotels & Resorts (Shari’a compliant hotel brand)	Regional Development Strategy & Fundraising Holiday Inn Express MENA	Market Opportunity Determination & Financial Appraisal Twin Towers Project, TECOM, Dubai
Tourism Development Strategy The City of Prague	Midmarket Hotel Brand Analysis Report Dubai Government	Business Planning & Initial Marketing Strategy The Cove Rotana – for Orascom Touristic Developments	Investment Structuring & Investment Memorandum Great Britain World Island Resort	Financial Structuring Advice New PPP Dubai Government Project	Financing Mechanisms Profiling Proposed Large-Scale Leisure Project, Kuwait
Finance Administrative and Regulatory Role Emirates REIT IPO and Management	Market Feasibility Study Mall of the Emirates – for Majid Al Futtaim	Business Process Re-engineering Al Oula	Investment Procurement, Assessment & Planning Palazzo Versace Dubai Hotel	Fund Structuring Real Estate Investment Trust fund, Dubai/UAE	Feasibility Studies and Business Model Planning The Address Hotels and Resorts

Our Core Range of Services

Management Consultancy, Business Development, Transaction Due Diligence and Advisory

We help business identify their goals and objectives and create and implement clear strategic business plans to enhance their performance and optimise their effectiveness within the markets in which they operate. Our primary activities include comprehensive business and market analysis, business restructuring, brand strategy, business improvement planning and implementation including training and development, recruitment and sales support. Our team of experts are multi-disciplinary in nature covering all aspects of business enhancement and evolution, from detailed market and financial analysis through to sales and marketing planning, market share and profit enhancement.

Evarei's team has a strong track record in being principals for major investment groups in the past, and accordingly acquiring and managing asset portfolios themselves. This provides clear advantage when providing management consultancy, business development and restructuring and market and financial due diligence services to clients seeking to improve, acquire or divest assets or portfolios. Evarei understands the comprehensiveness and granularity involved in business development and planning, asset acquisitions and disposals.

We conduct detailed market assessments and determine the business needs and valuation of an asset or portfolio. We can then perform a full range of business improvement and market analysis or due diligence services with your appointed team to. Our market and investment expertise allows our clients to avail further value from their asset acquisition or disposal processes, and provides an invaluable resource to the process with the aim of enhancing the profitability or gain on investment from such activities rather than simply adding to the cost.

We can also supplement an existing, internal team of professionals and work intimately with such to arrive at the client's common goals and objectives, working on a retainer basis as required and embedded into the organization for a period of time until such business improvement/strategy, acquisition/disposal process is completed, in accordance with the client's preferred method of engagement and the needs of the project and/or transaction in question.

Our Core Range of Services

Blockchain, Digital Tokenization and Fundraising Advisory Services

We can provide a fully-comprehensive blockchain strategy, digital tokenization fundraising advisory service to support your capital raising objectives for new or existing projects requiring additional capital from current sources, or from new financial partners – be they oriented to the requirement of debt or equity, or both.

With the upswings and downswings in the regional economy, projects often fall victim to the lack of readily available sources of capital that may have been the foundation upon which the project was first conceived and embarked upon, as lenders and investors develop greater or lesser appetite from time-to-time to support projects in certain sectors, geographies and asset classes.

Additionally, project owners can often benefit from a professional advisory approach to formulating their financing propositions, and aiding them in a targeted approach to investment groups and lenders. The Evarei team's background in raising finance is significant, and our track record in working with top tier institutions regionally and globally can greatly assist project owners in raising awareness and priority for their project from prospective financial groups, many of whom we have strong relationships with.

Our standard two-phased services approach is to first engage in a process of due diligence and information evaluation, to review all project materials, contracts, plans, financials and objectives, and ultimately prepare 'bankable' investment documentation to properly and professionally profile your project within the financial sector of relevance. Our outputs adhere to the high-quality standards and formats required by lenders and investors. and add a significant value-dimension to the projects in question simply by virtue of our detailed assessment of project risk and potential, and preparation of clear and concise documentation on the entire project in an easy-to-read format which resonates with world-class financial institutions. We are then able to make recommendations as to suitable sources of capital for the client to pursue, and assist the client in their endeavours to attain capital in accordance with a workable financial structure that we arrive at during the course of our due diligence and documentation phase of the process.

We are always amenable to apportioning a large part of our fees for such services to the successful raising of such finance, taking into account the client's fundamental needs and requirements on a bespoke and case-by-case basis.

Our Core Range of Services

Master-Community Development – Orchestration, Planning, and Delivery

The Gulf, Indian Ocean and wider Asia region has seen the emergence of numerous world-class master community mixed-use projects in recent years. Evarei's team members have been involved in planning, advising on and conceiving some of the largest and most successful such master-community projects in the region. Some of Evarei's team members were in fact involved in some of the very first advisory projects involving the first master-community projects to emerge and be announced in the region, including Orascom's developments regionally, Emaar's Downtown Dubai, Masdar City and Dubai Media City, plus more recently Two Four 54, Makkah Techno City and Knowledge Economic City.

We can act directly for, and therefore in complete alignment with, the principal/land owner of such master-community projects to provide a one-stop-shop service to ensuring the owner's needs and requirements are completely delivered upon as well as met by all subcontractors and other advisory and contracting firms involved in the project. We deploy detailed methods of vetting, appointing, monitoring and checking due processes and assuring quality, cost and time expectations are adhered to and relevant levels of risk and liability are transferred to respective and qualified contracting groups to meet the client's full requirements.

Evarei is able to immediately add-value to a master-community concept; whether it be simply a high-level strategic concept/idea or a highly-detailed and fully-conceived initiative, our approach is to examine the project concept, strategy and land site(s) in question and to determine the highest and best market and financial feasibility opportunity for such projects based on a multi-component, macro and micro examination approach. We will work with appointed local and international domain-specialist consultancy teams (that we can also recommend and appoint as required) to implement detailed commercial & technical undertakings and initial, schematic and detailed design works.

Our master-community project services include strategic and market planning, fundraising and debt advisory/arrangement, owner's rep technical and development management and operational asset management core services. We can also lead the sale and/or leasing of project components to investors/tenants at the right time during the project's evolution.

Our aim is to provide the client with prompt, comprehensive and value-for-money services which result in the best project being achieved at the most optimal and efficient costing. Our vast regional experience means we know the teams to work with that can help us create success.

Our Core Range of Services

Market and Financial Feasibility Studies

Proponents and investors in new projects or asset acquisitions regularly require professional, independent and 'bankable' assessments of their projects in order to secure debt and equity finance to realize their projects.

Evarei produces comprehensive market and financial feasibility studies and analyses for clients to globally accepted world standards, and which are suitable for presentation to third parties such as banks, equity investors, other financial institutions and finance providers. Evarei's team has produced more than 200 market and feasibility studies spanning the past 3 decades, including multiple such studies for a range of hospitality and real estate assets, from budget hotels and residential compounds, to large scale hotel resorts, shopping malls, leisure facilities, mixed-use developments and iconic towers.

Our standard approach is to firstly fully understand your investment proposition – be it a new development, extension or conversion of an existing facility. We will then assess such project in the context of the primary markets within which it will draw demand and compete. Detailed primary market research then ensues to allow us to consider comprehensively the current and future economic, demand and supply factors which will affect the investment project.

We will prepare a comprehensive report extrapolating the projected future performance of the investment project in a logical, meaningful and conclusive format, providing detailed statements of estimated profit and loss and cash flow, and conduct a detailed development economics assessment and investment appraisal illustrating the expected internal rate of return, net present value and other key metrics of the project import to the subject investment.

The net result is a bankable set of documentation able to support fully the investor's internal and external decision making processes, and which resonates with their lenders and stakeholders and enables you to achieve your financial objectives.

Our Core Range of Services

Business Valuations

Our expertise in understanding the current and future markets of real estate, hospitality and leisure sectors can be of critical use to business owners and investors seeking a more detailed approach to valuing their businesses, whether they are revising the book value of their assets, seeking to attract additional investment or exit from a portfolio asset.

Often 'standard' business valuations consider only the past and current performance of an asset in determining its value. As market experts, we use a combined approach in considering the valuation of such business by comprising the discounted cash flow method of current and future performance potentiality with comparable, relevant transaction data and replacement cost approaches. We are then able to reconcile a logical, comprehensive and thorough view on the potentiality of an asset, and arrive at a balanced view of its open market value which is often more valuable to current and potential stakeholders.

Our detailed discounted cash flow approach is governed by the past performance of the asset in question but also our examination of future market performance factors which could affect the asset's ongoing performance. If a market is on a clear upswing trend for example, then often this can result in an enhanced business valuation determination which can have greater meaning to asset investors and owners over more rudimentary approaches which only consider past performance.

Equally, if there is considerable additional competitive supply coming into the market for example, then this may have a detrimental affect to an asset's business value moving forward, but be an essential consideration for investors and owners to understand in order to manage the potential impact such changing market may bring on their assets and investment objectives.

Hence our business valuation process is popular with discerning investors seeking to extract a comprehensive, precise and detailed picture of their asset portfolio potential.

Our Executives Have 50-Plus Years Experience in Delivering Expertise and Value to Top Tier Investment Groups



Stefan Hickmott BA (Hons), Founder and CEO – 22-years senior real estate and hospitality expertise

- Stefan is the founder of Evarei and has senior professional expertise and experience spanning 24-years in the private equity, investment, advisory and management consulting sectors, specializing in private equity, hospitality, leisure and real estate, and is the former vice president of investment for The Abraaj Group in Dubai, U.A.E. which, during his 5-year tenure, grew from USD 130 million of assets under management to USD 8 billion.
- Stefan has considerable expertise as a principal in the blockchain, digital asset tokenization and direct investment space, having formed Evareium (www.evareium.io) and taken a lead role in the successful creation, strategy and development of multiple landmark real estate projects regionally, including the Capital Club DIFC in Dubai and helping form major UAE master-developer Enshaa psc – owner and developer of Emirates Financial Towers in DIFC, Palazzo Versace Dubai hotel and D1 residential tower in Dubai. Stefan has a successful track record in deployment of capital into well-structured, risk-adjusted investment opportunities with clear growth and exit potential, and accordingly has a wealth of expertise to advise investment groups.
- He has been instrumental in the investment and planning of a number of major investment projects and companies over the past 3 decades, having completed more than 500 advisory, planning, feasibility assessment, business valuation, asset management and investment projects covering almost every type of real estate, hospitality or leisure business.



Mehsan M. Arshad – Advisor – 15-years senior fundraising and business development expertise

- Mehsan has more than 15-years senior expertise in business development and international investment, most prominently as a senior advisor to prominent individuals among royal families and multi-billion dollar group companies within the UAE, India, UK & USA.
- Mehsan is also the CEO of MAMS Infra Projects and MBH JV – a venture between Mams & Bin Ham Groups.
- As an expert in fund management, real estate development and raising capital, Mehsan has taken a lead role in securing more than US\$300 million for landmark projects in the UAE, India and the UK.

Our World-Class Team Comprises Industry Experts in Hospitality Real Estate, Leisure, Investment, Private Equity and Fundraising



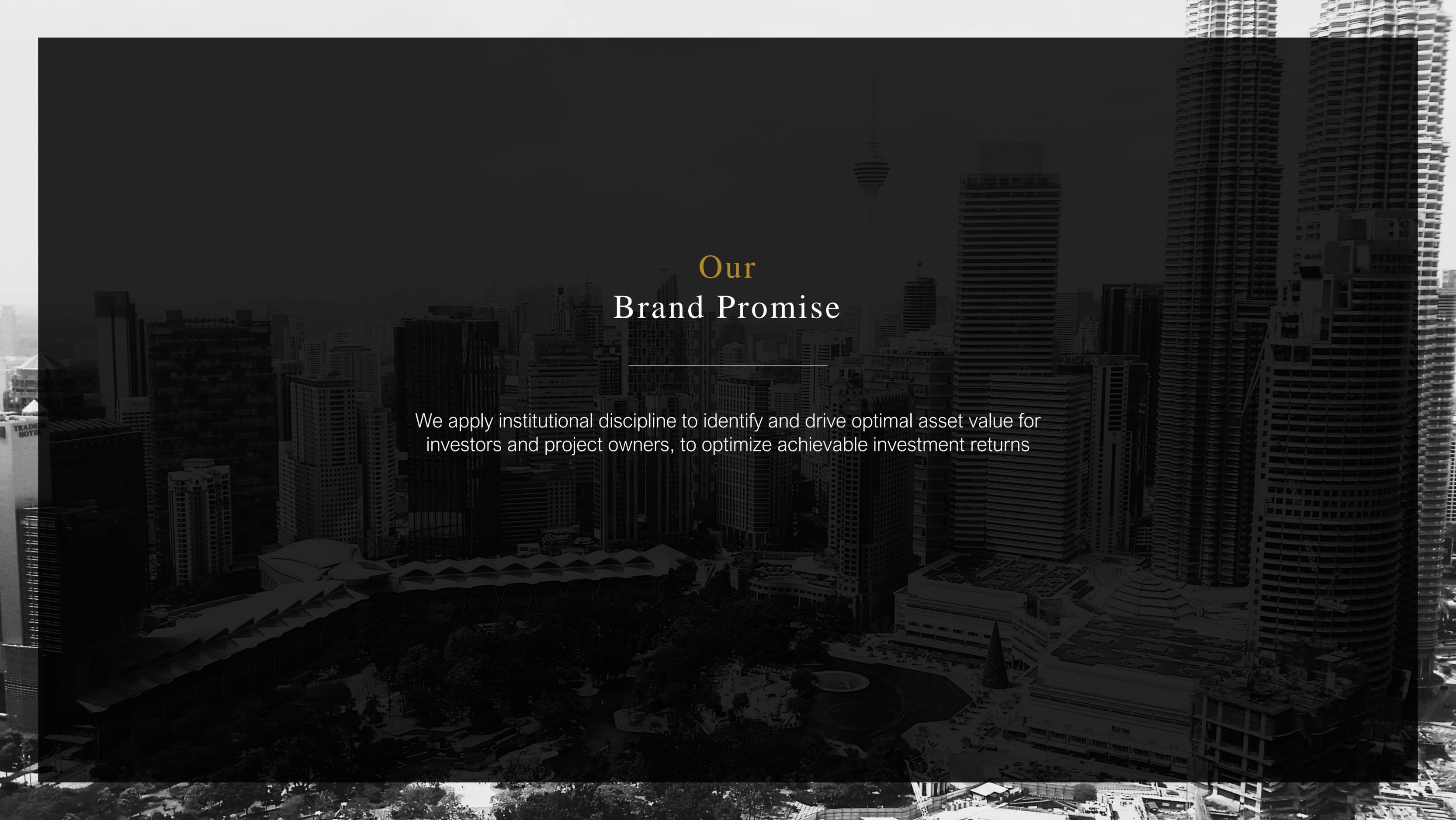
Mark Wilson MSc, Senior Associate – Financial and Investment Analyst – 15-years senior banking and finance expertise

- Mark has 13-years of experience in corporate finance advisory, corporate development and asset management. He has worked as the Senior Equities Associate at Majid Al Futtaim Trust responsible for an internal equity portfolio, fund manager due diligence and selection, and asset allocation within the private and public equities fund manager space. Previously, he was an Associate Director with Julius Bär's Client Advisory Group (CAG) in Dubai as a buy-side equities analyst for the ONYX MEA Fund, an absolute return fund advised by Julius Bär CAG and managed by Blackpearl Capital.
- Within corporate finance/development, Mark was the Senior Investment Analyst within acquisitions and investments-based business development at a subsidiary of Qatar Holding, one of the operating arms of the Qatar Investment Authority targeting the consumer food and agribusiness sector, and prior to moving to the GCC, Mark spent four and a half years with HSBC's Investment Banking division in London working on corporate finance advisory mandates covering debt finance advisory, equity raisings and mergers and acquisitions, primarily with the consumer staples, leisure and retail sector coverage team.



Avik K. Rakhit MBA – Associate Director – Real Estate, Hospitality and Master-Community Projects – 20-years of real estate and master-planning advisory expertise

- Avik has been a consummate professional in the real estate sector for decades, most recently in his capacity as Director with Jones Lang LaSalle in Dubai, UAE. He has been involved in planning new large-scale master-planned cities and projects that were path breaking to transform the local communities and prepare them for a knowledge-based and sustainable economy. Key advisory mandates and new projects that he has advised on across the MENA region include:
 - Makkah Technology Valley Company, Makkah, Kingdom of Saudi Arabia - Avik provided a key role in providing strategies, vision and participated in the feasibility and planning of one of the landmark Saudi projects in order to encourage innovation in Saudi Arabia.
 - Masdar, Abu Dhabi, UAE – Avik provided development planning and strategy for the creation of the first zero-carbon sustainable city in the world.
 - Knowledge Economic City, Madinah, Kingdom of Saudi Arabia - Avik provided the full strategy and lead concept in close conjunction with architects, master planners, transport and infrastructure consultants for the development of an IT and Education hub for Madinah in Saudi Arabia. The project took 2 years to conceive and finally lead to an IPO of SAR 1 billion where Jones Lang LaSalle was involved. The project is currently under execution.
- Avik regularly engages best-in-class teams with specific domain expertise, such as technology & telecom, master-planning, transport & infrastructure consultants.

An aerial photograph of a city skyline, featuring numerous skyscrapers and a large stadium with a distinctive roof structure. The image is overlaid with a dark, semi-transparent filter. The text is centered on the image.

Our Brand Promise

We apply institutional discipline to identify and drive optimal asset value for investors and project owners, to optimize achievable investment returns

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THANK YOU

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