

ONE INTERFACE.
ONE DELIVERY STANDARD.
ONE P&L.



ALMAS Hospitality Lifestyle & Consulting FZC · Institutional Presentation 2026

\$70B

UAE Luxury RE by 2030

160%

Branded Residence Growth (10yr)

28–45%

Price Premium over Unbranded

The \$200M Fragmentation Problem

A \$200M branded asset today involves 8+ independent vendors — each with conflicting incentives and zero contractual liability for the outcome.

- **Structural Fragmentation**

Architects, PMCs, brand negotiators, operators, legal, procurement, exit advisors — each optimising for their own mandate, not the asset.

- **Accountability Void**

When delivery drifts or margins erode, no single party absorbs accountability. The investor absorbs the loss. Every time.

- **Capital on the Sideline**

Institutional appetite for UAE luxury hospitality is unambiguous. What is absent is a governance structure capable of deploying that capital with confidence.



A \$70 Billion Market. No Dominant Operator

\$70B

UAE Luxury Real Estate by 2030

\$500B+

MENA Hospitality Pipeline

160%

Branded Residence Growth — Decade

28–45%

Price Premium over Unbranded Stock

TARGET CAPITAL

- Sovereign wealth funds & GCC institutional family offices
- Mid-size regional developers — RAK, Abu Dhabi, Sharjah
- International capital (EU, Asia) seeking UAE hospitality exposure

GROWTH TAILWINDS

- UAE Golden Visa driving sustained UHNWI migration and long-cycle demand
- GCC sovereign capital rotating from public equity into real assets
- Branded residences commanding a documented 28–45% premium
- widening with brand tier

Single-Point Accountability — Land to Exit

ALMAS dissolves the fragmentation. One contract. One delivery standard. One accountable interface from the first site assessment to the final institutional exit.

Governance Model

All specialists — design, engineering, procurement, brand, legal — coordinated under structural accountability, not vendor management. One umbrella from origination to exit.

Private Fee Protection Agreement (FPA)

All fees milestone-aligned and tied exclusively to verified asset performance. No retainers. No billable hours. Full alignment between ALMAS and ownership.

Sensory Engineering™

ALMAS's proprietary IP translating investment thesis into spatial, programmatic, and material specifications — then into verifiable asset uplift at exit.

Institutional Promise

One signatory. One P&L. One delivery standard — repeatable, auditable, and scalable across geographies without linear headcount growth.

Sensory Engineering™ — Investment Thesis Becomes Asset Value

Most platforms deliver a building. ALMAS delivers a measurable, documented ownership experience — one that commands a premium the market can price.

01

CONCEPT

Investment Thesis & Brand Positioning

Aligning ownership intent, brand requirements, and target buyer psychology into a single coherent brief. Every mandate begins here.

02

EXPERIENCE

Spatial, Programmatic & Sensory Design

Every design decision evaluated against one criterion: does it increase measurable asset value at exit? Executed by our design partner under ALMAS governance.

03

ASSET

Documented Uplift & Exit Readiness

Output: a 28–45% documented premium over unbranded comparable stock and a stabilised asset ready for institutional transaction.

Sensory Engineering™ is institutionalised across the ALMAS governance structure. It cannot be replicated by hiring one person.

One Signatory. Full Authority. Zero Ambiguity.

CSOO & SOLE SIGNATORY

Fabrizio Alfredo Marra Mentola

Full Legal Authority · Sensory Engineering™ Custodian · Single Point of Accountability

UAE REGULATORY INTERFACE

Muath Ali Al-Titi

RAKEZ · RERA
Municipal Liaison

TECHNICAL & DEVELOPMENT LEAD

Tomas Oliveira

Financial Modelling
Turn-Key Engineering

LICENSING & COMPLIANCE

Basheer Bakroun

DET · RERA · Mainland
Codes 7020 · 7410

STRATEGIC ORIENTATION

Ashraf M. Arabi

GCC Tier-1 Network
UHNWI Introductions

DESIGN & PROCUREMENT

NPietro Studio — Creative Direction · Branded Residence Identity · 28–45% Documented Price Premium

STARASA — FF&E Procurement · Controlled Supply Chain · Cost-Certain Execution

The Execution Ecosystem — Three Partners. One Standard.

ALMAS does not manage vendors. It governs a purpose-built ecosystem — each firm embedded at mandate inception, each operating under ALMAS SLAs.

TARCOZ

DEVELOPMENT LEADERSHIP & TURN-KEY EXECUTION

60+ Years · 3 Generations

Leads engineering coordination, construction delivery, and on-site quality governance. Design-to-delivery integration from concept stage ensures zero execution drift and a single point of technical accountability.

NPietro Studio

DESIGN EXCELLENCE & BRANDED RESIDENCE IDENTITY

23 Years · 24 Hotels · 18 Countries

Nuria Prieto defines the aesthetic standard from concept to specification. NPietro design commands a documented 28–45% price premium over unbranded comparable stock.

STARASA

FF&E PROCUREMENT & SUPPLY CHAIN ASSURANCE

Italian Supply Chain · Cost-Certain Execution

Eugenio Brandi leads FF&E procurement via a controlled supply chain — eliminating the inefficiencies of traditional General Contractor models. Quality assurance at procurement level, not after delivery.

Revenue Architecture — Performance-Aligned. Institutionally Transparent.

Three revenue pillars. One governing principle: ALMAS captures value only when the asset creates value.

01

MANDATE ADVISORY FEE

\$200K–\$800K

per engagement

Charged at mandate inception. Covers governance structuring and legal formalisation through the Private Fee Protection Agreement (FPA). Generates immediate cash flow on every signed mandate.

02

PERFORMANCE CARRY

5–10%

of documented asset uplift

On a \$150M asset exiting at \$220M, ALMAS captures \$3.5M–\$7M. Full alignment between ALMAS interests and ownership structure — by design.

03

AUM MANAGEMENT FEE

2–3%

of stabilised asset value / annum

Five assets at \$100M average = \$10M–\$15M recurring annual fees. This pillar unlocks asset manager valuation multiples — the pathway to \$1B+ platform valuation.

FEE PASS-THROUGH PROTOCOL (Private Fee Protection Agreement — FPA)

| | Acquisition & Sourcing | Development & Supervision | Procurement Management |
|-----------------------|---------------------------|-------------------------------|--------------------------|
| Total Fee | 2.0% of purchase value | 5.0% of CAPEX | 10.0% of FF&E/OS&E |
| PMC Partner | 0.5% — transactional | 2.0% — site coordination | 2.0% — logistics |
| ALMAS Receives | 1.5% — strategic sourcing | 3.0% — technical guardianship | 8.0% — supply chain & QA |

Legal Architecture — Built for Institutional Confidence

Every mandate operates within a layered legal framework designed to protect IP, prevent circumvention, and ensure full jurisdictional clarity.

0

Intellectual Property

1

All designs, Sensory Engineering™ protocols, and financial modelling structures remain exclusive ALMAS IP. Partners hold a limited, non-transferable licence for authorised execution only.

0

Non-Circumvention (NCNDA)

2

No partner or sub-partner may engage directly with any ALMAS-introduced investor for 24 months without prior written consent. Permanent NCNDA applies to all origination relationships.

0

Absolute Secrecy Protocol

3

All collaborations classified Strictly Confidential. No public disclosure without explicit written authorisation from ALMAS. Professional standing of all parties fully protected.

0

Jurisdiction — DIAC / DIFC

4

Governed by UAE law. Disputes resolved exclusively through the Dubai International Arbitration Centre. DIFC jurisdiction provides institutional-grade enforceability for all counterparties.

The ALMAS Moat — Six Structural Barriers to Replication

01 Sensory Engineering™

Proprietary, institutionalised methodology. Cannot be replicated by hiring one person — embedded across the ALMAS governance architecture.

02 Private Fee Protection Agreement (FPA)

The only platform in the GCC compensated exclusively on verified asset outcomes. No retainers. Full skin in the game.

03 Dual Regulatory Presence

Active in RAKEZ (UAE) and EU free zone simultaneously. Navigating RERA, ADGM, and EU frameworks in parallel is a multi-year entry barrier.

04 Integrated Partner Ecosystem

TARCOZ, NPietro Studio, and STARASA workflows are tuned to ALMAS protocols — a coordinated delivery engine, not a vendor panel.

05 Reputation Compounding

Every successful exit generates verifiable case data and compounded credibility. Winner-takes-most dynamics accelerate with each closed mandate.

06 Sole-Signatory Governance

Unified legal authority under one ALMAS signatory — clarity and accountability that multi-partner structures are structurally incapable of matching.

First 90 Days — Precision Execution from Day One

Three phases. One objective: first mandate signed, first institutional relationship formalised, governance infrastructure fully operational.

DAYS 01-30

FOUNDATIONS

DAYS 31-60

PIPELINE

DAYS 61-90

CLOSE

→ Confirm TARCOZ · NPietro · STARASA SLAs in writing

→ Map RAK development pipeline — 10 live targets

→ Private Fee Protection Agreement (FPA) template finalised with legal counsel

→ Sensory Engineering™ white paper commissioned

→ Tier-1 GCC relationship activation — 20 introductions initiated

→ 20+ discovery calls with institutional targets completed

→ 2-3 RAK projects identified for LOI submission

→ Aligned Incentive Agreement template tested and deployed

→ Mandate tracking dashboard operational

→ Branded residence market intelligence report published

→ First 1-2 mandate agreements signed

→ Head of Mandate Delivery recruited

→ Full 5-phase governance playbook documented

→ KPI scorecard established per active mandate

→ EU market mapping initiated — Oman, KSA

THE MARKET IS MOVING.

THE GOVERNANCE INFRASTRUCTURE IS READY.

THE QUESTION IS WHO MOVES WITH IT.

The UAE hospitality sector is in its most ambitious development phase on record. Capital is committed. Projects are announced. Brands are queuing.

What the market has not produced is a platform capable of taking that ambition from a plot of land to a stabilised, income-producing, exit-ready asset — with one contract, one delivery standard, and one accountable interface.

We are selectively opening conversation with institutional counterparties who hold a long-term orientation toward UAE and EU luxury asset creation.

ENGAGEMENT SEQUENCE

- 01 NDA Execution
- 02 Governance Presentation
- 03 Asset Pipeline Review
- 04 Mandate Framework Discussion (FPA)
- 05 Letter of Intent