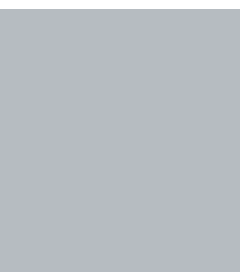
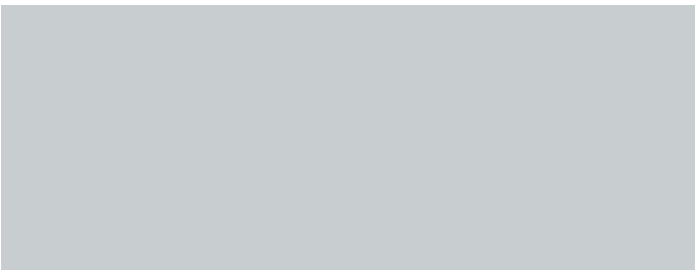


**FOCUS  
HOSPITALITY  
INC**





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02	About us
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“The key to success is pretty basic. Great tasting food and drinks, consistently produced and served, then packaged in the right environment.”

00 01

FOCUS  
HOSPITALITY  
INC

### Focus Hospitality Inc

Established in 1988, Focus has been involved in well over 300 hospitality and retail related projects. We provide technical and conceptual assistance to create exciting and sustainable food and beverage, lodging and retail related businesses.


With clients from the Americas, Europe, Middle East and the Asia Pacific we are truly a global company with offices in Singapore, United States and Australia.

With over 80 years of combined experience in senior management positions, our partners are well equipped to give objective and factual advice for your project.





**LEADING THE WORLD  
SINGAPORE  
IN HOSPITALITY MANAGEMENT  
UNITED STATES  
AND CONSULTING  
AUSTRALIA**



**"This business is about having something to sell that people want."**

**"Investors who have the vision need competent people they can trust to implement their creative ideas on time and in a professional manner."**

02 03

### **They say that prevention is better than cure...**

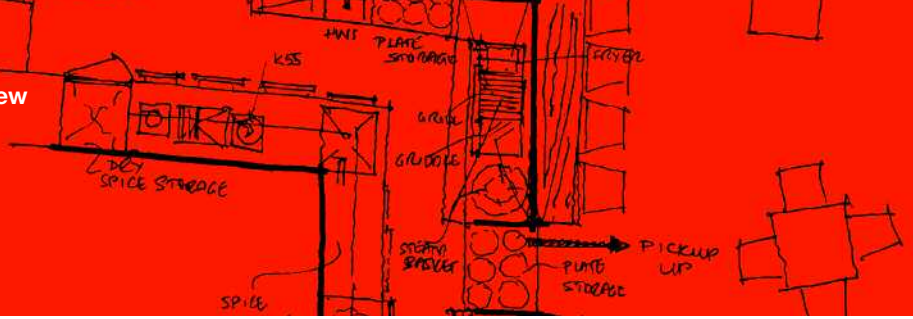
Focus, with its experienced group of operationally savvy professionals, is an essential component to the building of a successful and profitable business.

By being a part of your team from the onset, we are able to ensure that the creative decision-making process is synergized with the operational needs, eliminating costly changes at the post opening stage.

As an independent party who has a vested interest in your success, we implement strategies which have been proven through our years of experience in the industry and which make money!

Our management expertise and analytical approach to problem solving ensures that project budgets are tightly controlled and implemented in a timely manner. Our creativity and world wide experience ensures you get only innovative and cutting edge concepts

"We like to think big, but with attention to detail. Everything we do is with a view to your expansion on a global basis."



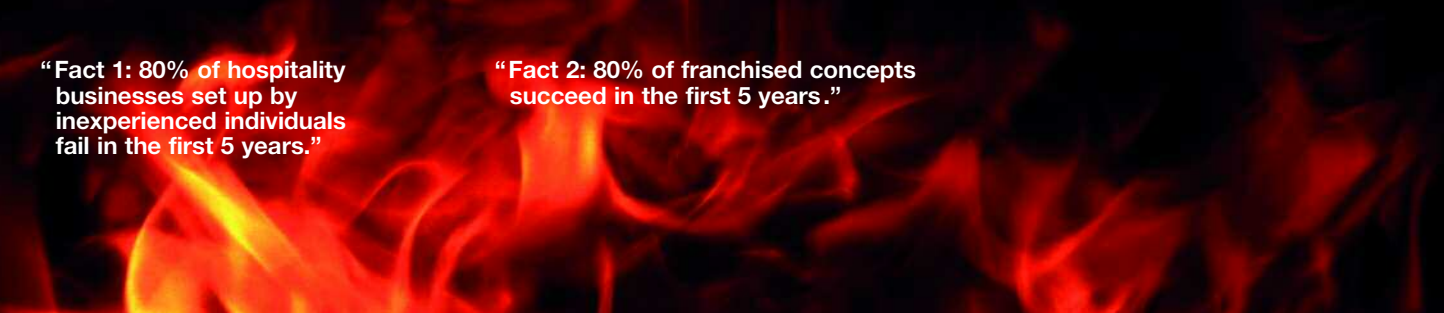
ABOUT US





**20 YEARS OF SUCCESS  
IN OVER 300 HOSPITALITY  
AND RETAIL ENVIRONMENT  
PROJECTS**

**CREATING CUTTING  
EDGE AND SUSTAINABLE  
CONCEPTS FOR THE  
SERVICE INDUSTRY  
WORLDWIDE**



“Fact 1: 80% of hospitality businesses set up by inexperienced individuals fail in the first 5 years.”

“Fact 2: 80% of franchised concepts succeed in the first 5 years.”

04 05

### What do we bring to the table?

Our speed, knowledge and skill allow Focus to complete your project more efficiently than in-house personnel with personal attention from our senior consultants at all stages. We significantly reduce your risk of failure and provide you with a greater chance of success.

#### **Innovation**

Our creative flair means that we can be ahead, and more importantly, beat the competition.

#### **Knowledge**

We have seen more than most. Our global reach allows us to understand local needs and latest trends and how these needs relate to the markets in which we will operate.

#### **Management**

Our project management capabilities are second to none ensuring a structured and timely approach through design and construction, to the implementation of operating procedures.

#### **Multi-faceted expertise**

Because we have hands-on experience in the business, we understand operationally what works and how critical functional layout and design is to the bottom line.

#### **Track record**

Our proven success creates a formidable partner to you and your team and allows us to open new doors and pursue greater opportunities than you could do alone.

"We believe you as the visionary  
should be a leader and never be led...  
We want to lead and never be led."

**OUR CORE  
COMPETENCES**





Our core competences

**INNOVATION**  
**KNOWLEDGE**  
**MANAGEMENT**  
**MULTI-FACETED**  
**EXPERTISE**  
**TRACK RECORD**

“Opportunity Cost” – the cost to investors caused by delays due to indecisive and inexperienced management.”

“In any mixed-use development, think of the food and beverage outlets as a whole and not as individual components... they are probably the most important anchor tenant that you will have.”

06 07

## Who uses our services?

### Hotel operating companies

We support existing company management by developing exciting cutting edge food and beverage concepts through the eyes of an independent operator. Companies such as Hilton, Kempinski, Pan Pacific and Raffles International have all used our services.

### Investment and development groups

We support companies who are venturing into the hospitality industry through their acquisition or development of mixed-use facilities.

By being part of the development team at the design stage, we do not only ensure that the correct food, beverage and retail mix is achieved, but the configuration, sizes and layout will maximize rental returns and ensure that there are no back of house or operational issues on completion. Companies such as Majid Al Futtaim, Emaar Properties, FJ Benjamin and Suntec Convention & Exhibition Centre have all used our services for shopping centers, hotels and retail food service establishments.

### Retail groups

Companies where retail is the core business now see opportunities in diversifying into the food and beverage sector. Rather than employing expensive management, Focus not only develops the concepts but engages the operating team and selects the right tenants.

From food courts to cafes, corporations such as Borders Inc, Courts, Jim Thompson and leading shopping centre operators such as Dubai Mall, Mall of the Emirates and Marina Square have all used our services.

### Franchisors and franchisees

For people wanting to acquire a franchise or people wanting to create a franchise, we source franchises and provide operational support to franchisees. We also develop systems for people wanting to create their own franchises or license their brand. We are associated with bringing in famous names such as Tony Roma's Famous For Ribs, California Pizza Kitchen and The Coffee Bean and Tea Leaf to the Asia Pacific region. We developed concepts for companies such as Cafe Cartel and Delifrance.

### Individual entrepreneurs

We have helped many individuals or small groups of investors to realize their dream of opening a successful food and beverage outlet. Salut Restaurant and Au Petit Salut, featuring innovative border cuisine from Italy and France, and Union Restaurant & Bar are just some of our successful clients.

### Government bodies, non-profit organizations and management committees

Organizations that require an independent and impartial third party to evaluate systems, ideas and processes, and then to support and endorse the decision-making process engage Focus Hospitality Inc.

We provide the knowledge and expertise to ensure that the management groups and committees are acting in the best interest of the people/members. Focus has been involved in multiple club situations, trade organizations and government sponsored initiatives from tourist to productivity and system analysis. Singapore Island Country Club, The Hollandse Club, The Swiss Club and The Republic of Singapore Yacht Club have all used our services.



Union Bar, Singapore

“Don’t be afraid of the competition.  
You’re going to be better than  
everyone else anyway.”



## OUR SERVICES



Mint Café,  
Museum of Toys  
Singapore



Who uses our services?

**HOTEL OPERATING COMPANIES**  
**INVESTMENT AND**  
**DEVELOPMENT GROUPS**  
**RETAIL GROUPS**  
**FRANCHISERS & FRANCHISEES**  
**INDIVIDUAL ENTREPRENEURS**  
**GOVERNMENT BODIES**  
**NON-PROFIT ORGANIZATIONS**  
**MANAGEMENT COMMITTEES**

"The hospitality industry is just like a large cake... it doesn't get much bigger... you just need to grab somebody else's slice."

"A new business with a well thought out concept and plan is less of a crapshoot and more of a game of poker, when you have a glimpse of the cards."

08 09

### How do we complement your organization?

We can work with you and your partners primarily in two ways depending on your specific requirements:

### Project Management Consultant

As a project management consultant, we control all other specialists, such as architects, interior designers, brand consultants and others in achieving the established goals and objectives within the desired time frame and budget.

### Project Support Consultant

As a project support consultant, we will work alongside your management team and/or other designated consultants.

### Project Management Consultant

Client

Focus

Operational Management

#### Internal Departments

Finance

Marketing

Operations

#### External Consultants

Brand Consultant

Interior Designer

M&E Consultant



Kuali The Asian Kitchen, Singapore

“To make money in the hospitality business there are only two choices; go big or go small, you either run it yourself or invest in competent management.”

“Opening a great looking restaurant is easy whereas making it succeed is the challenge.”

## OUR SERVICES

### Project Support Consultant

Client

Operational Management

#### Internal Departments

Finance

Marketing

Operations

#### External Consultants

Focus


Brand Consultant

Interior Designer



Focus were among the first to  
introduce Singapore to café society





"This is a 'pennies' business, effective control means you can reinvest your profit to make greater gains and sustainable growth."

"If the hospitality component of your development is not cutting edge, the risk of failure is great."

10 11

### What services do we provide?

#### Concept and brand development

We create unique, exciting and sustainable food service brands based on each client's specific requirements.

#### Operating statement documentation

To ensure that all parties involved in a project share the same vision, we produce a detailed document outlining how the concept is conceived and how the establishment will function and operate.

#### Project management

Acting on your behalf, we will ensure what was agreed during the concept development phase is professionally implemented, on time and within budget.

#### Operating systems

We standardize and document your systems to ensure efficiency and ease of outlet duplication.

#### Franchising

We source suitable franchises and potential franchisees and negotiate on your behalf to ensure favorable terms.

#### Schematic and operational front and back of house space planning

While we are not designers, we understand how each entity operates and will work with and/or find suitable architects and interior designers to ensure efficient and adequate space planning to help reduce your start-up and operational costs.

#### Kitchen planning and operational design review

Based on your concepts, we will work with equipment suppliers and/or kitchen specialists to ensure efficient back and front of house space planning and equipment specifications.

#### Market research

Through our in-depth knowledge of the market, we are able to provide you with critical market information enabling you to develop your project according to existing or future demand.

#### Feasibility studies

We provide an independent review and assessment of your business opportunity based on extensive industry experience and market know-how.

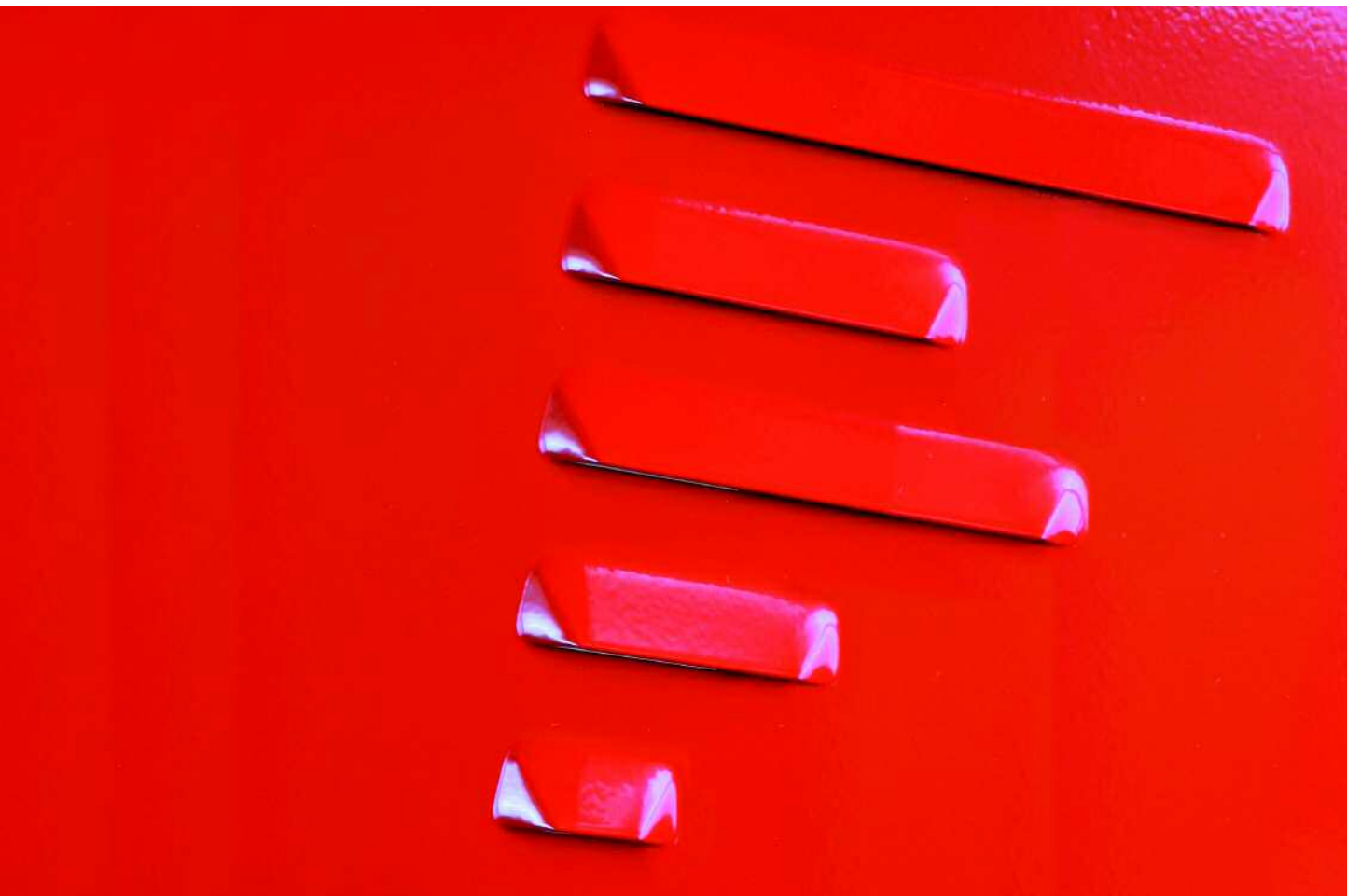
#### Business plan development

We formulate your ideas into a detailed business plan, creating a clear direction as to how the project will come to fruition and its proposed operating structure.

**"Designing a great looking restaurant  
is easy. Motivating and managing  
people is the challenge."**



**OUR SERVICES**





What services do we provide?

**CONCEPT & BRAND DEVELOPMENT**

OPERATING STATEMENT

DOCUMENTATION

**PROJECT MANAGEMENT**

FRANCHISING

**OPERATING SYSTEMS**

SCHEMATIC AND OPERATIONAL FRONT

AND BACK OF HOUSE SPACE PLANNING

**KITCHEN PLANNING AND**

**OPERATIONAL DESIGN REVIEW**

MARKET RESEARCH

**FEASIBILITY STUDIES**

**BUSINESS PLAN DEVELOPMENT**

“The hospitality business is undoubtedly high risk, but managed correctly, can be high profit.”

12 13

My Thai by Jim Thompson, Kuala Lumpur





Multi outlet franchise success stories

## OUR SERVICES

### What services do we provide?

**Technical assistance during design development and construction**  
Through operational know-how and design flair, we provide advice to the technical trades, including mechanical & electrical, interior design, architects and brand consultants during the design and construction phases of your project.

#### **Menu engineering**

Menus are developed based on your facilities, concepts and projected pricing policy including detailed receipt cost cards, food tasting and final plate presentation.

#### **Management recruitment and training**

Being the service industry, we source, recruit and train suitable management staff that are capable of following through with delivering exceptional service and food quality to your guests.

#### **Standard operating manuals, policies & procedures**

We develop your operating and training manuals to ensure consistency of food, beverage and service quality.

#### **Procurement services**

We source all your china, glass and silverware and all other operating equipment required to function and deliver to the established standards.

#### **Operational finance & control**

We establish budgets and operating guidelines and set up control functions allowing you to monitor your performance and take immediate action when required.

#### **Financial projections**

Through our extensive experience of having set up and operated numerous food service facilities, we are capable of providing you with accurate and detailed financial projections related to start-up costs, profit and loss, monthly payroll and your expected return on investment.

#### **Quality control audits**

Our mystery shopper program will allow you to evaluate and assess your performance enabling you to see the real picture and take immediate and appropriate action. Our analysis ventures beyond the surface to include back of house areas and staff evaluations.



What services do we provide?

**TECHNICAL ASSISTANCE  
DURING DESIGN DEVELOPMENT  
AND CONSTRUCTION  
MENU ENGINEERING  
MANAGEMENT RECRUITMENT  
AND TRAINING  
STANDARD OPERATING MANUALS  
POLICIES AND PROCEDURES  
PROCUREMENT SERVICES  
OPERATIONAL FINANCE AND CONTROL  
FINANCIAL PROJECTIONS  
QUALITY CONTROL AUDITS**

**“Our network and infrastructure allows us to transfer concepts and ideas to different parts of the world... South East Asia... Middle East... North America.”**

**“Success in this business is all about product... Just great food and beverage.”**



14 15

**Carl Kjellqvist**  
**Managing Partner**  
**South East Asia/Middle East**

Carl Kjellqvist was born in Åhus Sweden and is an honors graduate from the International Hotel Management Institute, Lucerne Switzerland and has over 15 years of experience in the hospitality industry.

Having worked for leading hotel companies in Europe, Carl has gained unsurpassed operational experience in all facets of the food and beverage business.

Since 1995, he has lived in South East Asia, working alongside some the industry's most senior executives and entrepreneurs. Having traveled extensively throughout the world, he brings to the table not only an in-depth knowledge of the latest trends and concepts but has the ability to implement them operationally.

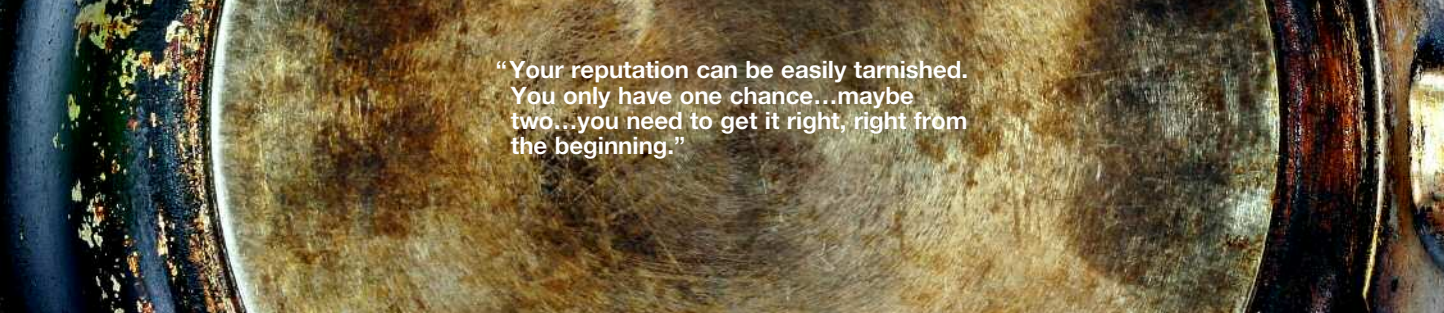
**Michael A Jowett**  
**President/CEO**  
**North America/Europe**

Born in England and a graduate of hotel schools in the United Kingdom and Switzerland, Michael has over 30 years experience in the hospitality business. Having worked for over 20 years in senior management positions within North America, Europe, Africa and the Far East, Michael brings to the table a wealth of knowledge from operational know-how to concept development but most importantly knows how to make money. Currently based in the United States, he heads the North American and European region.

**Karl Faux**  
**Managing Partner**  
**Pacific Rim**

Born in Vienna Austria, Karl has over 30 years of experience in the hospitality and retail sectors. After being formally trained in hotel and financial management in Europe, Karl worked for over 17 years in senior management positions within the hospitality industry. Subsequently he has assumed position such as chief operating officer and chief executive officer of start up companies and taken them to successful profitability.

Karl now specializes in retail, brand development, franchising and project management throughout the Asia Pacific region.



"Your reputation can be easily tarnished.  
You only have one chance...maybe  
two...you need to get it right, right from  
the beginning."



## OUR PEOPLE

### Our people

The principle founders and managing partners of the company have over 80 years of combined hospitality and leisure industry experience throughout the world, from leading international hotel chains to worldwide franchise organizations.



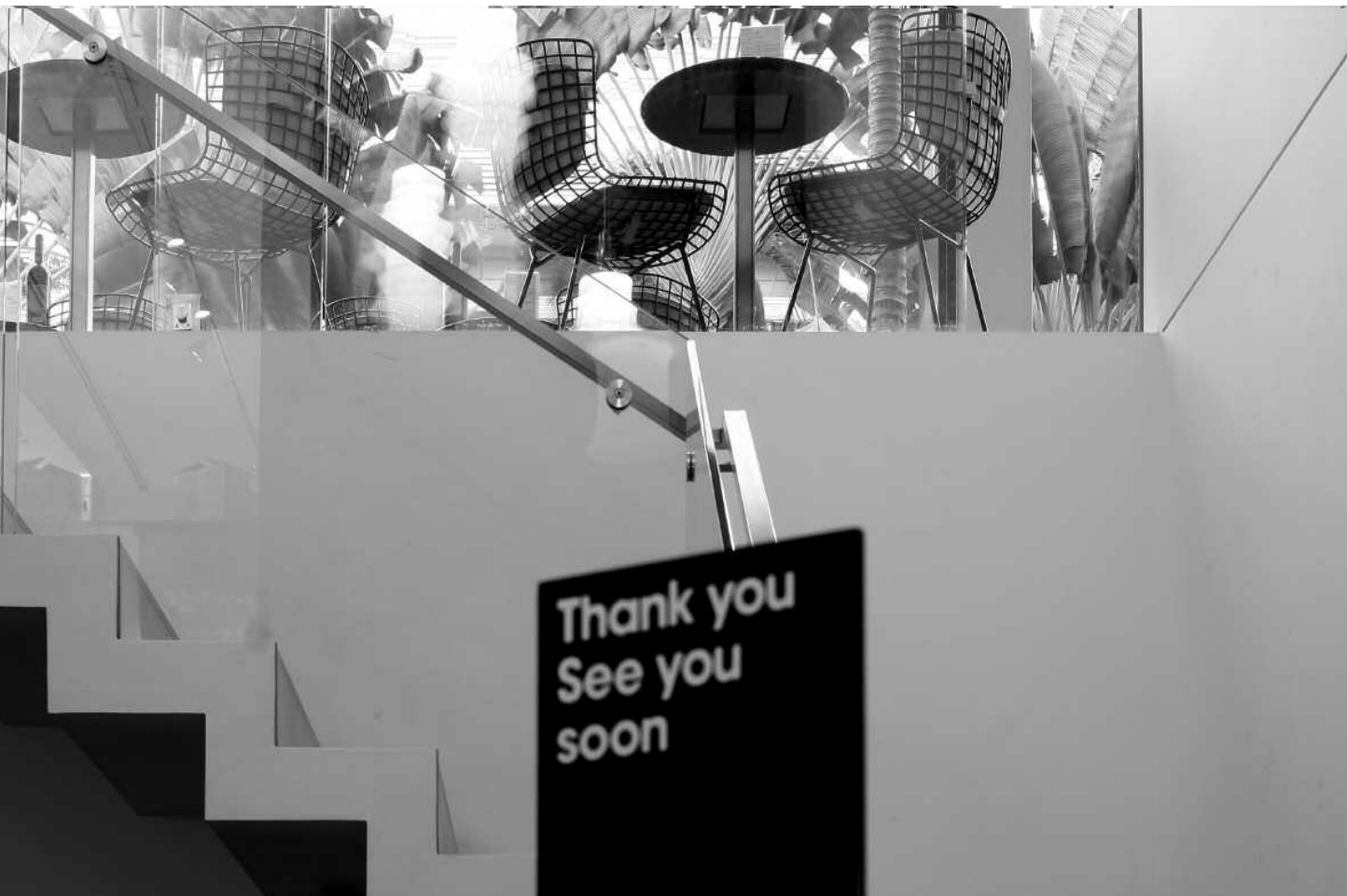


**THE PARTNERS OF THE COMPANY  
HAVE OVER 80 YEARS  
OF COMBINED HOSPITALITY  
AND LEISURE INDUSTRY  
EXPERIENCE FROM  
LEADING INTERNATIONAL HOTEL  
CHAINS TO WORLDWIDE  
FRANCHISE ORGANIZATIONS**

"This is a people industry, if your proposed business model can't support the cost for the best management, forget it!."

## OUR CLIENTS

We are proud of our high percentage of repeat clientele, highlighting our clients' satisfaction of the level of services we consistently perform.



**MANDARIN ORIENTAL**  
**SHANGRI-LA**  
**HILTON INTERNATIONAL**  
**LE MERIDIEN**  
**GLENEAGLES**  
**SOUTHERN SUN**  
**TRUST HOUSES FORTE**  
**INTERCONTINENTAL**  
**TONY ROMA'S**  
**CALIFORNIA PIZZA KITCHEN**  
**THE COFFEE BEAN & TEA LEAF**  
**BORDERS INC**

[www.focushospitalityinc.com](http://www.focushospitalityinc.com)

CLIENT LIST

Restaurants / Cafés / Bars	Location	Restaurants / Cafés / Bars	Location
Cocoa Colony	Singapore	Pabulum – It's About Food	Singapore
Cocoa Colony	Shanghai	Onyx Restaurant Concepts	Singapore
Kapok Cafe	Singapore	Au Petit Salut	Singapore
Syndicate Juice Co.	Singapore	Salut Restaurant & Wine Bar	Singapore
El Mero Mero	Singapore	Café Capacuoco	Malaysia
Pita Pan	Singapore	Bar Succo	Malaysia
Burger Bar	Manila	Volgo Ristorante	Malaysia
Yo'Panino	Jakarta	Café Cartel	Singapore
Sopra Cucina & Bar	Singapore	Bumbu Indonesian Restaurant	Singapore
Revolution Coffee	Singapore	New York Bagels	Singapore
Balzac Bar & Brasserie	Singapore	Tornado Discotheque	Singapore
Skyve Wine Bistro	Singapore	Superbowl	Singapore
Caffe B – Fine Italian Cuisine	Singapore	Sparks Discotheque	Singapore
Beanstro by CBTL	Singapore	Paisley Park Pub	Singapore
The Nautilus Project	Singapore	Key Largo Oyster Bar	Singapore
The Meat & Wine Co.	Beijing	KA Disco	Singapore
The Prime Society	Singapore	Harry Kerry's Californian Sushi Café	Singapore
Twelve + One Bakery Café	Singapore	Eu Yan Sang	Singapore
Cassis French Restaurant	Singapore	Chor Bizarre	Singapore
Pinchos Tapas & Wine Bar	Singapore	Casablanca Wine Bar & Restaurant	Singapore
Minx Caviar & Vodka Bar	Singapore	Bibi's Theatre Pub	Singapore
Box Bistro @ Courts	Singapore	Aziza's Malay Restaurant	Singapore
Café Connect @ Courts	Singapore	Artists Café	Singapore
MegaPicks @ Courts	Singapore	Saxophone Bar & Restaurant	Singapore
Sezzam Dining, Dubai	U.A.E.	Fabrice's World Music Bar	Singapore
Mint Café-Museum of Toys	Singapore	Fabrice's World Music Bar, Jakarta	Singapore
My Thai by Jim Thompson, K.L.	Malaysia	BarBocoa Bar & Restaurant	Indonesia
Les Amis Group	Singapore	Oscars Restaurant	Indonesia
Noshi Noshi, Dubai	U.A.E.	Jimmy Dean's Pub & Disco	Indonesia
Kuali – The Asian Kitchen	Singapore	CAL's Diner	Malaysia
Union Restaurant & Bar	Singapore	Spinney's BV	Malaysia
Kilo Restaurant & Bar, Perth	Australia	Ju' Restoran China	Indonesia

Multi Outlet Facilities / Mixed-Use Developments	Location	Multi Outlet Facilities / Mixed-Use Development	Location
Paragon Center Phase II	Xiamen	Moxie Java	Singapore
Residence 8 @ Senopati	Jakarta	Ultrapolis 3000 Theme Park	Singapore
Marina Bay Sands Shoppes	Singapore	Marina Village International	Singapore
Jurong Bird Park	Singapore	Asian Village Theme Park	Singapore
Nirwana Garden Resort Centre	Indonesia	Entertainment Centre, Senayan Square	Indonesia
SamaWorld	Malaysia	Peranakan Place	Singapore
Nova Leisure	Singapore	The Coffee Bean & Tea Leaf	Singapore
Tony Roma's – A Place For Ribs	Hong Kong	The Coffee Bean & Tea Leaf	Malaysia
Tony Roma's – A Place For Ribs	Malaysia	The Coffee Bean & Tea Leaf	Taiwan
Tony Roma's – A Place For Ribs	China	The Coffee Bean & Tea Leaf	Indonesia
Tony Roma's – A Place For Ribs	Indonesia	The Coffee Bean & Tea Leaf	Australia
Tony Roma's – A Place For Ribs	Philippines	The Coffee Bean & Tea Leaf	S. Korea
Tony Roma's – A Place For Ribs	Taiwan	The Coffee Bean & Tea Leaf	China
Tony Roma's – A Place For Ribs	Thailand	The Coffee Bean & Tea Leaf	Japan
Tony Roma's – A Place For Ribs	Singapore	The Coffee Bean & Tea Leaf	Israel
Tony Roma's – A Place For Ribs	Prague	The Coffee Bean & Tea Leaf	U.A.E.
Tony Roma's – A Place For Ribs	Berlin	The Coffee Bean & Tea Leaf	Brunei
Tony Roma's – A Place For Ribs	London	The Coffee Bean & Tea Leaf	U.S.
Tony Roma's – A Place For Ribs	Sydney	Borders Books & Music	Singapore
California Pizza Kitchen	Singapore	Borders Books & Music	Australia
California Pizza Kitchen	Hong Kong	Borders Books & Music	N.Z.
Delifrance Café & Bakery	Singapore	Borders Books & Music	U.K.
Haagen Dazs Ice Cream Café	Singapore	Harry Ramsden's	U.K.
Haagen Dazs Franchise	U.A.E.	Shell Select	Singapore
Jack's Place Steakhouse	Singapore		

International Hotels & Resorts	Location	International Hotels & Resorts	Location
St. Regis Maldives	Maldives	Pan Pacific Hotel Malacca	Malaysia
Tyler Hotel	Jakarta	Raffles International	Singapore
Conrad Manila Bay Hotel	Philippines	Ascott International Ltd	Singapore
Novotel Kolkata	India	The Royal Peacock Hotel	Singapore
Radisson Blu Resort, Hua Hin	Thailand	The Royal Peacock Hotel	Indonesia
Radisson Blu Plaza, Bangkok	Thailand	Dai-Ichi Hotel Jakarta	Indonesia
Taj Palace Hotel, New Delhi	India	Hotel Panghegar	Indonesia
Swissotel The Stamford	Singapore	CB Hotel	Australia
Sofitel Mumbai BK	India	Savoy Homann Hotel	Indonesia
Marina Bay Sands Shoppes	Singapore	Orchard Parade Holdings	Singapore
Ciragan Palace Kempinski Istanbul	Turkey	Garden Hotel	Singapore
Sheraton Hotel, Incheon	Korea	Phoenix Hotel	Singapore
Sheraton Hotel, Bangalore	India	Safra Resort & Country Club	Singapore
Hilton Resort & Spa, Luxor	Egypt	Eu Yan Sang (Boutique Hotel)	Malaysia
Kempinski Hotel, Dubai	U.A.E.	Palace Hotel Longhai	Vietnam
The Address Dubai Mall, Dubai	U.A.E.	Hanoi Hotel & Convention Centre	Vietnam
The Address Dubai Marina, Dubai	U.A.E.	Majestic Hotel	Vietnam
Pan Pacific Hotel Penang	Malaysia	Pacific Regency Service Apartments	Malaysia
Pan Pacific Hotel Kota Kinabalu	Malaysia	Bugis House Service Apartments	Singapore

<b>Food Courts / Institutional Catering</b>	<b>Location</b>	<b>Food Courts / Institutional Catering</b>	<b>Location</b>
Tian He Supermarket, Dongguan	China	Mainland Investors Pte Ltd	Singapore
Mall of Emirates, Dubai	U.A.E.	P.T. Thamrin Food Court	Indonesia
Promenade Food Court	Singapore	Food Concepts Sdn Bhd – Isetan	Malaysia
Marina Square Food Loft	Singapore	Subang Parade Food Court	Malaysia
Measat Broadcast Network Systems	Malaysia	ADIA Headquarters	U.A.E.
Kuwait Aviation Services	Kuwait	Hong & Hong Catering	Singapore
Azzad Catering Services	Kuwait	Lee Lee International	Singapore
<b>Clubs – Town / Yacht / Golf / Country</b>	<b>Location</b>	<b>Clubs – Town / Yacht / Golf / Country</b>	<b>Location</b>
Abu Dhabi Golf Club, Abu Dhabi	U.A.E.	Colombo Golf Club	Sri Lanka
Al Bateen Wharf, Abu Dhabi	U.A.E.	The Plantation	Malaysia
Mercury Marina & Boat Club	China	The Hollandse Club	Singapore
Republic of Singapore Yacht Club	Singapore	The Swiss Club	Singapore
Tanjung Puteri Marina & Boardwalk	Malaysia	Petronas Hartabina Town Club	Malaysia
Raffles Country Club	Singapore	Singapore Island Country Club	Singapore
Jurong Country Club	Singapore	Tanah Merah Country Club	Singapore
Kukup Golf & Country Club	Malaysia	Safra Resort & Country Club	Singapore
<b>Corporate</b>	<b>Location</b>	<b>Corporate</b>	<b>Location</b>
Empirica Holdings Pte Ltd	Singapore	Daewoo Engineering & Construction	Korea
Mon Cher Co., Ltd	Tokyo	Starwood Hotels & Resorts	Korea
Tata Group, Gurgaon	India	Joint Arab Investment, Abu Dhabi	U.A.E.
SM Investments Corporation	Philippines	Emaar Properties, Dubai	U.A.E.
Sopra Asia Pacific Pte Ltd	Singapore	MAF Hospitality, Dubai	U.A.E.
Experience Project LLP	Singapore	Suntec Int'l Convention Centre	Singapore
Aahara Pte Ltd	Singapore	Sunvic Food & Beverage Pte Ltd	Singapore
Carlson Hotels Asia Pacific Pty Ltd	Singapore	Orchard Parade Holdings	Singapore
VSC Overseas Pte Ltd	Singapore	Select Group Ltd	Singapore
Naza TTDI Sdn Bhd	Malaysia	Far East Organization	Singapore
Grapeskin Pte Ltd	Singapore	Apex-Pal International	Singapore
Project Shop Pte Ltd	Singapore	F J Benjamin	Singapore
Baldyga International Group	U.S.A.	Lio Hei Hei Pte Ltd	Singapore
The Ainsworth Group, LLC	U.S.A.	Viewpoint Investment	Singapore
The Indian Hotels Co. Ltd	India	Gunnersbury Holdings	Singapore
Three Bond Wine & Dine Pte Ltd	Singapore	Sembawang Leisure Pte Ltd	Singapore
WPP Group	Singapore	Tan Jin Chwee & Company	Singapore
The Coffee Bean & Tea Leaf Pte Ltd	Singapore	Courts Singapore Ltd	Singapore
Tolaram Group	Singapore	Caprice Holdings Pte Ltd	Singapore
<b>Government Bodies</b>	<b>Location</b>	<b>Government Bodies</b>	<b>Location</b>
Abu Dhabi Investment Authority	U.A.E.	Singapore Tourism Promotion Board	Singapore
Tourism Development & Investment Company, Abu Dhabi	U.A.E.	Spring Singapore	Singapore
		Jurong Town Corporation	Singapore