

Industry Qualification Statement

Cyprus Hospitality and Leisure Group



Foreword



Cyprus development and tourism entrepreneurship have been following the same orbit facing common challenges and opportunities throughout the country's modern history. The tourism industry is a vital element of the Cypriot economy, representing approximately 10.6% of the GDP.

PwC in Cyprus has a catalytic role in the development and further advancement of the tourism industry and of the businesses and organisations functioning in this sector. Our firm has been a trusted advisor to some of the most important local and international tourism enterprises, as well as to relevant governmental bodies and Ministries providing consultancy services for the formulation and implementation of the national tourism strategy.

The firm's leading position in the tourism sector is not only reflected in its clientele, but in its Social Responsibility Programme as well. PwC in Cyprus has been actively supporting various tourism related institutions and associations by sponsoring, organising educational workshops, lecturing in academic institutions and by encouraging the creation of a dynamic network among the stakeholders of the industry.

In this booklet we have summarised in a comprehensive way our relevant experiences and competences in the tourism industry.

Hospitality ideals, values and traditions go back to ancient times. PwC aims to embrace those traditions and at the same time remain close to contemporary issues and developments of the tourism industry.

Phidias Pilides
Chief Executive Officer

September 2009



Table of contents

Foreword	01
About the PwC Hospitality & Leisure group	04
Experience Record	05
Core knowledge	08
Core services	09
Why PricewaterhouseCoopers?	10
Profiles for some team members	11
<ul style="list-style-type: none">• Angelos Loizou• Constantinos Constantinou• George Lambrou• Polina Antoniou• Panagiotis Moiras	
Contact details	17
PricewaterhouseCoopers in Cyprus	18
PricewaterhouseCoopers offices in Cyprus	19

About the PwC Hospitality & Leisure group

We are a highly experienced group having been involved in projects in Europe, Africa, Middle East and Russia.

Specialist services include :

- development of national tourism strategic plans,
- implementation of action plans
- business and marketing plans for organisations in the H&L industry
- feasibility studies
- Enhancing operational effectiveness

Our team comprises of **industry professionals** with many years of experience in the hotel, tourism and leisure sector. We have an in **depth understanding** of the changing market forces that are affecting the industry. The team is continually working with promoters who are developing **new projects**, and are involved in many projects from the beginning.

We have classified our experience record under the following headings:

- H&L industry projects
- Tourism strategies (development, implementation & monitoring)
- Indicative work

Experience Record

H&L industry projects

We have been actively involved in the most important H&L projects that have been carried in the country as well as overseas which include :

- Golf courses
- Oceanariums
- Waterparks
- Theme parks
- Eco-projects
- Agro-tourism
- Multi-purpose developments
- Boutique and lifestyle hotels



Experience Record

Tourism strategies

development, implementation & monitoring



The dynamics of the industry dictate the necessity of not only having a well defined strategy but being able to implement and monitor it effectively. In that respect we have been working closely with important stakeholders of the H&L industry such as:

- National governments and governmental bodies
- Municipalities and local authorities
- Governmental institutions and organisations
- Hotels and various H&L business entities
- Tourism business associations
- Non-profit organisations

Experience Record

Indicative work

Indicative work carried out for local and international clients includes:

- Renovation of luxury hotel on the sea-front
- Development of new theme hotel near the new Larnaca airport
- Golf course development in luxury hotel
- Occupational Health and Safety and Quality Management
- Valuations, Mergers and Acquisitions for local hotel group



Indicative local and international clients

Core knowledge



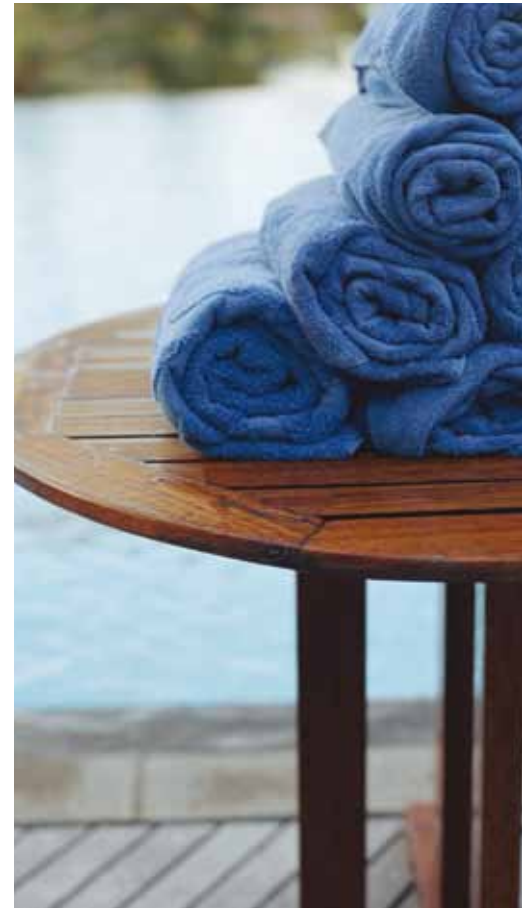
Particular areas of expertise include:

- In-depth knowledge of the challenges facing the hospitality industry
- A detailed understanding of hotel costings and key performance indicators
- Insight into demand patterns
- An in-depth knowledge of the finance function in hotel operations
- Practical and in-depth knowledge of the revenue cycle process in the hotel sector, and
- A detailed understanding of the cost bases associated with hotels, resorts, spas and leisure centres

Core services

The Hospitality & Leisure Groups provide integrated services to the hotel sector, including:

- feasibility studies
- negotiation of management contracts and/or franchise agreements
- sourcing of finance
- tax planning
- asset management
- review of development plans
- operational reviews
- standards audit
- project management
- regulatory compliance



Why PricewaterhouseCoopers

The team brings a **unique combination of strengths**, including:

- experience in working with hotel promoters and an **in-depth knowledge** of hotel operations,
- a strong **track record** in the production of high-quality sectoral reviews,
- extensive experience of qualitative and quantitative **research techniques**, and
- a strong **reputation** for exactitude, rigour, independence and impartiality.
- access to PricewaterhouseCoopers' international hospitality and leisure **network**



Profile

Angelos Loizou

Partner - Head of Hospitality & Leisure Services

Angelos is a Member of the Board of PricewaterhouseCoopers Limited in Cyprus and in charge of Hospitality and Leisure. He is a fellow Member of the Institute of Chartered Accountants in England & Wales and the president of the board of International Society of Hospitality Consultants (ISHC) and has wide experience on various financial consultancy matters.

Angelos has run a number of courses and lectured extensively on general financial management and management skills both in Cyprus and abroad. A number of his articles on Tourism matters have been published in the Cyprus press. He has served on numerous committees for the development of the Cyprus business community through mainly the local Chamber of Commerce and other organizations such as local Municipalities. Has conducted a number of studies for the Cyprus Government and other local authorities. For many years he consults and assists the Cyprus Hotel Association and other affiliated bodies to organize seminars and industry related courses. He has been a member of the Board of Paphos Chamber of Commerce for six years (1999-2005). He is now a member of the Board of Nicosia Tourist Development Company Limited.

Preparation of feasibility studies for various companies with varying activities, corporate finance and financing schemes, Internal Controls and Management Information Systems, statistical analysis and strategic planning, productivity and organization management, IPOs, as well as macroeconomics studies on Tourism.



Profile

Constantinos Constantinou Partner, Financial Advisory Services

Constantinos Constantinou BSc (Econ), MBA, ACA is a Partner in the Advisory Service Line, Member of the Board of PricewaterhouseCoopers Cyprus and leader of the Financial Advisory Group.

Constantinos has extensive experience in the Hospitality and Leisure Industry and has been involved in many assignments, such as valuation and general M&A advice, preparation of business and strategic plans, feasibility studies, etc. In addition, he has been leading the team advising the government of Cyprus regarding the development of marinas through the D.B.F.O.T method (Design, Build, Finance, Operate and Transfer).



Profile

George Lambrou Partner, Advisory Services

George Lambrou BA(Hons), MA(Hons), MBA, ICAEW is a Partner in the Advisory Service Line, Member of the Board in PricewaterhouseCoopers Cyprus and a member of the Firm's Hospitality and Leisure Committee.

More than 10 years as a management consultant have equipped George with wide experience working with clients to solve strategic, operational, organizational and human capital issues.

He has spent six years as a management consultant in the UK, USA and South Africa managing projects to formulate business strategy, improve internal control systems, manage human capital, improve cost structures, and ultimately turnaround company performance. He has also spent two years with American Express Company as Director in the Business Transformation division.

Since 2003 he is working for PricewaterhouseCoopers in Cyprus as head of the Strategy and Operational Effectiveness (SOE), and Internal Audit departments.

George was the partner responsible for the project for the preparation of the regional tourism strategy (product, marketing, quality) and action plans of Paphos district applied for the period 2007-2013.



Profile

George Ioannou Director, Advisory Services

George Ioannou BSc (Hons) Eng, MSc, is a director at the Process compliance part of the Business Division of PricewaterhouseCoopers Cyprus.

He has extensive experience in the operation of the tourism industry providing services in the areas of quality, food safety, environmental and occupational health and safety management systems development and implementation.

George has been involved in a number of large assignments in the tourism industry providing services to large groups of hotel chains, restaurant chains and other associated tourism business such as water parks.

Moreover, George has been heavily involved in the preparation of the Nicosia and Limassol Tourism Marketing Plans responsible for drafting the Quality, Costing and Human Resource parts of the plans. Additionally he was the project manager for the Business Process re-engineering of the marketing department of a tourism services organisation.



Profile

Polina Antoniou Senior Manager, Advisory Services

Polina Antoniou B.Eng, MSc, MBA, CIA is a Senior Manager in the Advisory Services of PricewaterhouseCoopers Cyprus and a member of the Firm's Hospitality and Leisure Committee. Polina has been involved in various projects in the Tourism Industry on the subjects of operational effectiveness, internal audit as well as development of management systems (in the areas of quality, food safety, environmental and occupational health and safety management).

Polina had the overall coordination of the project for the preparation of the regional tourism strategy (product, marketing, quality) and action plans of Paphos district applied for the period 2007-2013. Additionally she was part of the project team for the Business Process re-engineering of the marketing department of tourism services organisation.



Profile

Panagiotis Moiras Assistant Manager, Advisory Services

Panagiotis Moiras BA (Hons), MSc, MCIM is a Assistant Manager in the Advisory Service Line of PricewaterhouseCoopers Cyprus and a member of the firms Hospitality and Leisure Committee. He has been actively involved in the design and implementation of various research projects in Cyprus and Greece. Panagiotis has been also engaged in various feasibility studies, strategy formulation projects and in the design of marketing and action plans for governmental organisations (and the wider public sector) as well as for private companies (mainly of the service providing sector).

From 2007 to 2008 he was member of the firm's team responsible for the development of the Pafos district tourism strategy (product, marketing and quality). His responsibilities included data analysis and documentation, as well as overall coordination of the data collection process. He also contributed in the formulation of the relevant action plans for the previously mentioned strategy (including allocation of responsibilities and funding opportunities) as well as in the communication of the study results and suggestions to local authorities and other interested parties.

Panagiotis has published in the local press several articles concerning contemporary issues of the tourism industry (domestically and abroad). He is a member of the Chartered Institute of Marketing (UK), the Athenian Chamber of Independent Professionals (Greece) and of the Cyprus Association of Business Consultants.



Contact Details

Please do not hesitate to contact any member of our team.

We will gladly discuss with you any inquiry regarding our H&L services and how we can best assist you in materialising your business visions.

Angelos M Loizou

Partner - Head of Hospitality &
Leisure Services
angelos.loizou@cy.pwc.com
Tel.: +357 22 555000
Fax: +357 22 555001

Constantinos Constantinou

Partner, Financial Advisory Services
constantinos.constantinou@cy.pwc.com
Tel.: +357 22 555000
Fax: +357 22 555001

George Lambrou

Partner, Advisory Services
george.lambrou@cy.pwc.com
Tel.: +357 22 555000
Fax: +357 22 555001

George Ioannou

Director, Advisory Services
george.ioannou@cy.pwc.com
Tel.: +357 22 555000
Fax: +357 22 555001

Polina Antoniou

Senior Manager, Advisory Services
polina.antoniou@cy.pwc.com
Tel.: +357 22 555730
Fax: +357 22 555001

Panagiotis Moiras

Assistant Manager, Advisory Services
panagiotis.moiras@cy.pwc.com
Tel.: +357 22 555763
Fax: +357 22 555001

PricewaterhouseCoopers in Cyprus

PricewaterhouseCoopers (www.pwc.com) provides industry-focused assurance, tax and advisory services to build public trust and enhance value for its clients and their stakeholders. More than 155.000 people in 153 countries across our network share their thinking, experience and solutions to develop fresh perspectives and practical advice.

PricewaterhouseCoopers Cyprus tap the knowledge and experience of their international network helping their clients to solve complicated business problems, improve their performance and manage risk in a hard competitive environment.

Our position is strengthened with more than 1.000 people and offices throughout Cyprus (www.pwc.com/cy). Our team effort makes us efficient in preparing our clients for the needs of tomorrow.

Organised under specialised service lines in Cyprus, we provide a wide range of financial services to both local and international clients, which operate in all sectors of business activity and range from the private individual to the large multinational organisation.

Some of the services provided by the firm are:

Assurance Services

Statutory and regulatory audit services, which include evaluation of information systems and advisory services for accounting and regulatory issues for all types of businesses through specialist industry divisions (Financial Services (FS), Consumer & Industrial Products & Services (CIPS) and Technology, Information, Communications, Entertainment & Media (TICE)). Expertise on corporate reporting, performance measurement as well as compliance and review of security and information technology systems.

Advisory Services

Governance, Risk Management and Compliance, Strategy & Operational Effectiveness, Security & Technology, Process Improvement, Corporate Finance, Transactions Support, Crisis Management, People and Change, as well as general advisory services.

Tax Services

Corporate: Tax planning on structuring, mergers & buyouts and other business issues, tax returns administration, agreement with Tax Authorities and obtaining tax rulings. **VAT:** Advisory services for tax planning, VAT recovery and VAT minimisation and tax compliance (administration of tax returns, communication with VAT authorities, agreement of disputed assessments etc). **Personal:** Tax planning, completion submission & agreement of tax returns, tax services to expatriates, pensioners and other non-Cypriot individuals.

Global Compliance Services

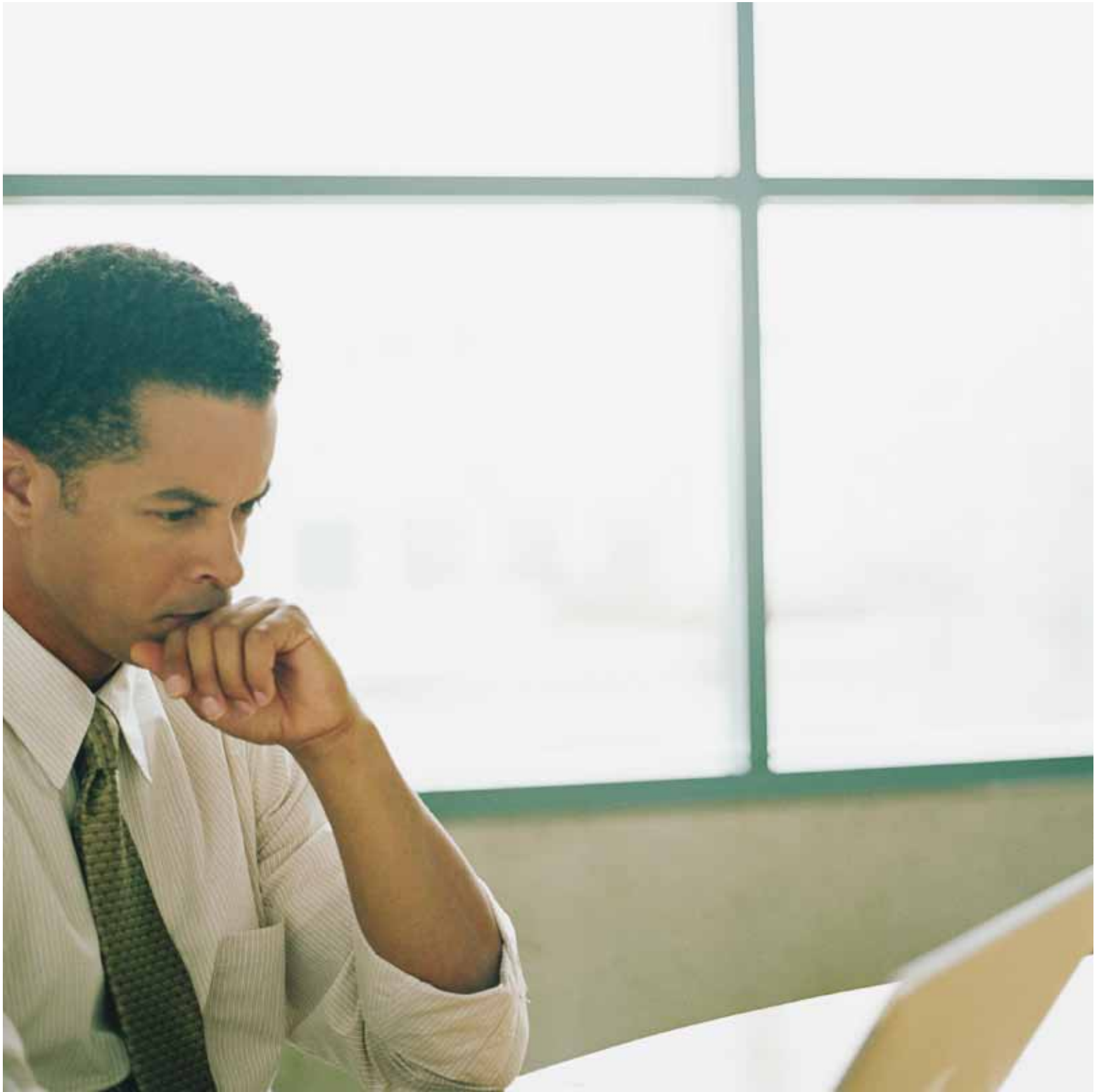
Accounting, company administration and corporate statutory compliance services including advice on establishment and administration of local and international business companies, collective investment schemes, UCITS investment firms and trusts.

Corporate Support Services

Our Corporate Support Services, which employs among others, accountants, lawyers and other qualified staff and engages selected lawyers with extensive and specialised knowledge in corporate law and other business related matters, aims at delivering full support and solutions that combine the required expertise with commercial insight thus adding value to the clients' business.

PricewaterhouseCoopers offices in Cyprus

Nicosia	
Mailing address:	P O Box 21612, CY-1591 Nicosia, Cyprus
Street address:	Julia House, 3 Themistocles Dervis Street, CY-1066 Nicosia, Cyprus
	Tel. +357 - 22555000 , Fax +357 - 22555001
Board Members and Directors of Operations:	Board Members: Phidias K Pilides (Chief Executive Officer), Dinos N Papadopoulos (Deputy Managing Partner), Panikos N Tsiailis, Christakis K Santis, Stephanos D Stephanides, Costas L Hadjiconstantinou, George Foradaris, Angelos M Loizou, Androulla S Pittas, Costas L Mavrocordatos, Panicos Kaouris, George M Loizou, Tassos Procopiou, Andreas T Constantinides, Theo Parperis, Constantinos Constantinou, Philippos C Soseilos, Evgenios C Evgeniou, Christos Tsolakis, Nicos A Theodoulou, Marios S Andreou, Nicos P Chimarides, Aram Tavitian, Constantinos Taliotis, Stavros A Kattamis, Chrysilios K Pelekanos, Eftychios Eftychiou, George C Lambrou, Chris Odysseos, Stelios A Violaris, Petros N Maroudias <i>Directors of Operations: Androulla Aristidou, Achilleas Chrysanthou, Demetris V Psaltis, George A Ioannou, George C Kazamias, Marios G Melanides, Sophie A Solomonidou, Yiannis Televantides, Antonis C Christodoulides</i>
Limassol	
Mailing address:	P O Box 53034, CY-3300 Limassol, Cyprus
Street address:	City House, 6 Karaiskakis Street, CY-3032 Limassol, Cyprus
	Tel. +357 - 25555000, Fax +357 - 25555001
Board Members and Director of Operations	Board Members: Vasilis Hadjivassiliou (in charge of office), Nicos A Neophytou, Liakos M Theodorou, Stelios Constantinou, Petros C Petrakis, Nikos T Nikolaides, Cleo A Papadopoulou, Yiangos A Kaponides, Tasos N Nolas, Constantinos L Kapsalis, Antonis Hadjiloucas <i>Director of Operations: Anna G Loizou</i>
Larnaca	
Mailing address:	P O Box 40450, CY-6304 Larnaca, Cyprus
Street address:	Artemidos Tower, 7 th & 8 th Floors, 3 Artemidos Avenue, CY-6020 Larnaca Cyprus
	Tel. +357 - 24555000, Fax +357 - 24555001
Board Members and Directors of Operations	Board Members: Costas M Nicolaides (in charge of office), Christos M Themistocleous, Constantinos L Kapsalis <i>Director of Operations: George Skapoullaros</i>
Paphos	
Mailing address:	P O Box 60479, CY-8103 Paphos, Cyprus
Street address:	City House, 58 Grivas Dighenis Avenue , CY-8047 Paphos, Cyprus
	Tel.+357 - 26555000, Fax +357 - 26555001
Board Members and Director of Operations	Board Members: Savvas C Michail (in charge of office), Pantelis G Evangelou <i>Director of Operations: Michael Kliriotis</i>



Designed by: PricewaterhouseCoopers (Marketing & Communications) Ltd
Printed by: Chr. Nicolaou & Sons Ltd

This publication has been prepared for general guidance on matters of interest only, and does not constitute professional advice. You should not act upon the information contained in this publication without obtaining specific professional advice. No representation or warranty (express or implied) is given as to the accuracy or completeness of the information contained in this publication, and, to the extent permitted by law, PricewaterhouseCoopers Ltd, Cyprus, its members, employees and agents accept no liability, and disclaim all responsibility, for the consequences of you or anyone else acting, or refraining to act, in reliance on the information contained in this publication or for any decision based on it.

© 2009 PricewaterhouseCoopers Ltd. All rights reserved. "PricewaterhouseCoopers" refers to the Cyprus firm of PricewaterhouseCoopers Ltd or, as the context requires, the other member firms of PricewaterhouseCoopers International Limited, each of which is a separate and independent legal entity.

www.pwc.com/cy