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REFERENCE:

Gransier & Associates

Performance Management Consultancy

August 2014 – February 2015

RHC Hotels LLC gladly confirms to have worked with Gransier & Associates while engaged with RIMC CIS.

Summary of cooperation by Gransier & Associates:

- Project turn-around management, development and opening support of 8 hotels, while conversion was in process from management to franchise contracts with the respective brands;
- Initial Executive Review for each hotel, followed up by development and implementation of a Business Planning tool (Marketing, rate-grid, labor and overheads planning down to NOP) and a Performance Management tool (detailed KPI reporting per USALI) in line with the corporate accounting standards (Russian tax code and IFRS);
- Consequences of the initial Executive Reviews were partial replacement and strengthening of property management, while assuring a hand's-on approach to P&L optimization (monthly review on property with emphasis on sales, distribution, labor, energy, F&B cost-of-sales, and training);
- In addition, taking the lead in trouble-shooting with hotel pre-opening projects by actively supporting the property management and corresponding teams in their cooperation with both the General Contractor and Owning Company.

RIMC CIS LLC is a Russian start-up hotel operating company, which currently operates (including openings) 7 mid-market hotels branded as "Park Inn" by Radisson and "Holiday Inn Express" by IHG, which were developed and owned by RHC Hotels LLC.

Hotel locations include:

- Russia: Voronezh (opening), Volgograd (opening), Astrakhan, Sochi, Novosibirsk (opening), Yaroslavl (the latter pending conversion from management to franchise)
- Udmurt Republic: Izhevsk
- Republic of Tatarstan: Kazan

All of the above hotels have until recently been managed by Rezidor under the "Park Inn" by Radisson flag, except for a "Holiday Inn Express" by IHG, which from the start has been successfully opened and managed by RIMC CIS LLC.



RIMC CIS LLC has been initiated in order to serve the investment company need for a quality and hands-on hotel operator when RHC Hotels LLC had successfully converted the hotel's management agreements into franchise agreements with the respective brands, including a RMA.

We are pleased to acknowledge that Gransier & Associate's services have been greatly beneficial to drive stakeholder value while giving us confidence to successfully meet today's challenging market conditions.

For further questions, or a personal recommendation please contact the undersigned at any time.

RHC Hotels LLC

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