



Date: **July 15, 2020**

Re: **Qualitas Project Control Background Brief**

Sam Sakocius, President of Qualitas Project Control, is renowned as a global expert in all aspects of golf and resort development. Mr Sakocius, serves as close advisor to owners and developers in all phases of their projects from concept and feasibility all the way through construction and opening.

The scope is broad as Qualitas is currently advising on the technical aspects of Infrastructure, Environmental and Governmental Issues, Logistics, Design for projects ranging from golf and leisure resorts to retirement communities, theme parks, water parks and more.

Our main focus relative to hotel/resorts is to identify owners and stakeholders interested in developing a hospitality product that includes golf and related amenities elements.

Our expertise lies in knowing what today's traveling golfer wants, and how to deliver it in a cost effective, "right-sized", and efficient manner. We have recognized that while all luxury hoteliers have ample in house feasibility, design and development resources; most do not have comparable expertise when it comes to the development of facilities that specifically target golf tourists.

We provide our clients with unparalleled owner advisory services in the creation of memorable world class golf courses, exciting amenities, and "outside the box" entertainment zones that complement the aesthetic of the resort and enhance the guest experience while being sustainable, practical to maintain, and cost effective.

My background was in Business Law and Civil Engineered Heavy Construction before I built my first golf course 35 years ago. Then, building golf courses was more of a landscaping project taken on with small equipment by people who didn't have an understanding of how efficiently things could be done with modern construction techniques and equipment. I have since helped develop many innovative ideas for that industry such as the first use of digital terrain modeling for golf which is still used as the base code for all the animated flyovers you see on TV today.

A constant quest for knowledge to improve our processes on our client's behalf led me to owning a golf construction company which built over 100 golf courses (and being named the United States Golf Course Builder of the year), and then to the development of residential subdivisions, and vacation resorts that usually had a golf element to them. These experiences coupled with

owning a business with several hundred employees has given me insights from a developer's perspective where you are personally and financially responsible for the success of every project as opposed to many consultants who never had their own livelihood and investment on the line.

Examples of Active Representative Projects:

Victoria Golf and Country Resort, Sri Lanka - Consulting to Sri Lanka's Most Prestigious Developer and Largest Conglomerate, John Keels Holdings and subsidiaries John Keels Land and Cinnamon Brand. Qualitas has analyzed, advised, designed, and oversaw the renovation and modernization of the prestigious Victoria Golf and Country Resort. Despite tight environmental restrictions, the project is already being described as "fantastically transformed" and amazingly better than it has ever been. Qualitas vetted and recruited several world class management companies to take over operations and engaged on behalf of the client, TROON International, one of the world's largest and most experienced resort operators who will surely take the redesigned and modernized course to world class status.

Savan Resorts, Laos - After assuming control of an aging border casino, Macau Legends is doing big things with the addition of a VIP block, including private casino, guest suites, spa, ktv, pool, multiple restaurants, and a crowning amenity Entertainment Zone (EZ), including sports book/sports bar, golf gambling range, State of the Art hitting bays with the latest in computer ball tracking technology and customized proprietary games, putting course, golf simulators, VR games, waterfalls, creeks and massive landscaping. The future holds the potential additions of a climbing wall, "flow house" wave machine, brew pub, and infinity pool. QPC is leading the EZ concept development, design, and construction.

Representative Projects in Development: Presently we are involved in two projects with Six Senses and actively work with them on developing new venues and clients. We are also recommended to owners to advise on all Six Senses golf related projects.

One is a 600+ Ha property in central Portugal which will include a Six senses resort, separate Five Star Hotel, a Nick Faldo Golf Course, Wine and Olive Production, a village style retail and entertainment area, and some of the very special experiential amenities Six Senses is known for. Qualitas brought this fully funded project to Six Senses and are developing the final business and master planning Qualiatas will be the lead consultant for the entire project.

Our second project with Six Senses is in the very early stages where we are collaborating with the Owner to explore the development of golf on property adjacent to an existing resort in Turkey.

We are experts in environmentally sensitive and sustainable development where the courses will blend in almost seamlessly with the colors and textures of the surrounding natural flora. We are engaged by our clients in several different ways depending on their needs and the scope of the project.

We are most often recommended by Developers, Hoteliers (as we were in this case, by the Six Senses), Operators, Designers etc. to projects in early stages to look after owner's interests from a technical and financial viewpoint. When we are involved early in a project we can protect our clients from some of the many pitfalls of proceeding without sufficient knowledge or expertise. We have very detailed but flexible processes to ensure our clients are not wasting what sometimes becomes vast quantities of money and time.

Other times our role begins from a very different perspective. For instance on some projects we are simply identifying funded developers in need of an operator for a current or future project.

On others we help developers create concepts, feasibility analysis and investment packages. We often introduce these project to potential investors in our business and private fund network.

To summarize, we have a broad knowledge base, we are as narrowly defined or as comprehensive as the project needs require (scalable), we are up to date with the latest trends in our field, and we have an intimate network of experts and partners to fill any gap in any project. We always find a way for our clients.

Qualitas Specifics Qualitas Project Control is a vastly experienced technical advisor to multi-use real estate projects, particularly those that have a golf element. **QPC safeguards the owner's interests in all elements of the project from initial analysis, data production, feasibility, conceptual development, design integration, budgeting, timelines, quality control and cost control.**

Qualitas is based in Asia, but works Globally and is very experienced in bringing together cohesive and efficient multinational project teams.

Qualitas ensures a project is conceived, designed and constructed seamlessly by identifying and eliminating gaps, oversights, and mistakes that bedevil developers and eat into budgets. As technical consultants with a strong civil engineering background, it is Qualitas' mission to eliminate problems before they have a chance to appear.

QPC works with the owner's in house team to establish an integrated strategy that includes the creation of a comprehensive development program with continuing oversight over all aspects of the project from feasibility, site, soil, and geo-tech evaluation, civil engineering, government approvals, design through construction and grand opening.

This broad but detailed understanding is key to achieving maximum efficiencies. Additionally, QPC is one of the few golf oriented real estate consultancies that has actually owned and operated mixed use golf properties as well as having built many courses (over 120 projects) on a for profit basis. This unique combination of experiences gives QPC the edge in developing real bottom line focused efficiencies throughout the entire process which other consultants and management companies simply do not have. When it is your own money on the line, as it has

been with me on many projects, the perspective is entirely different from that of an individual or group who simply manage other people's money.

What we do:

- Consult to Developers, Resorts, Hotel Owners, Operators and Investors who desire world class golf element. ✓
- Project Identification ✓
- Analysis ✓
- Concept ✓
- Ideation ✓
- Feasibility ✓
- Sustainability ✓
- Financial Assistance ✓
- Development Team Structuring ✓
- Project Management ✓
- Representation ✓

Other Representative Projects:

Myanmar – Consultant to Private Developer Kyeintali - Ngapoli, Myanmar - Qualitas has been chosen to create a conceptual Master Plan, Feasibility Study, and investor package for a 2.5 mile beachfront property in Myanmar to include Hotel, Golf, Villas, Luxury Villas, Water Sports Marina, Water Park and entertainment District

Vietnam – Consultant to Private Developer Vissai - Ninh Binh, Vietnam. Qualitas is working with the Developer to develop a 1200 Acre project which includes three Golf Courses, Theme Park, Hotels, Residential Villas, Eco Village, Adventure Park, Inland Lagoon and Retirement Village. Located near a UNESCO World Heritage site, the project once completed is sure to shoot to the top of Vietnam's hottest destinations lists. QPC is immersed in project ideation, planning, and execution across multiple disciplines, including concept development, infrastructure, logistics, technical and design oversight. The project is currently in the process of obtaining government approvals.

Cambodia – Private Owner Representation Vattanac Golf Resort - Phnom Penh, Cambodia. A Nick Faldo Signature project. Two spectacular courses on a grand scale, residential, retail, and entertainment districts. The championship course is a strategic masterpiece. Many of the expansive holes have multiple options tee to green. The ultimate in a thinking golfer's game. As with all of his courses Sir Nick gave a nod to local culture. At VGR subtle shapes in the peripheral hint of ancient Khmer ruins. QPC has served as the Owner's prime consultant since its inception, inventing unique solutions to the unending challenges of building on one of golf's last frontiers.

China – Consultant to Developer Phoenix Valley, Chende, China Set in the shadow of the Great Wall, this Gil Hanse design winds through two historic valleys surrounded by rugged mountains. Hanes is one of the masters of natural design and this championship design blends great golf seamlessly with the surrounding natural features for a feeling as if it was here so long that the great Kahns were probably members. QPC has been advising the owner and architect on everything from designer selection to technical complexities and will oversee the eventual construction.

China – Consultant to Developer Ling Yun Shan, Nanchong, China. Set in the mountains of central Sichuan province the project is the region's first "Lifestyle" community with recreational facilities, natural habitat, and home sites intricately woven into the living experience. QPC assisted in designer selection, ideation, and land planning and continues to serve as owner advisor as the project moves through planning.

Hong Kong – Private Club Advisory Discovery Bay, Hong Kong. The famous and venerable Discovery Bay is ready to do some reconditioning and QPC is elbow deep in the planning. As one of the most desirable locations in the Hong Kong area, it is critical that the course is in excellent condition year round. QPC is developing a unique action plan to guide the project smoothly through the seasons with minimal disruption

Singapore – Private Club Advisory Singapore Island Country Club - The Singapore Island Country Club is unsurpassed in its prestige and Singaporean History. Set in the middle of the Central Catchment reserve, its rolling terrain is surrounded by spectacular jungle home to thousands of species of flora and fauna. QPC has been entrusted to lead the major reconfiguration project in the Islands most environmentally sensitive setting.

Singapore – Technical Consultant to Designer Kyi Hla Han Golf Design. Tour Champion and former ASIAN Tour Chairman, Kyi Hla Han has entered into a collaboration with Qualitas to provide technical and business operations expertise for the formation of his new Design firm. With an eye for aesthetics and unsurpassed knowledge of great golf strategy, a Kyi Hla Han in his design capacity, is sure to be a hit in SE Asia.

Representative Courses: Pound Ridge GC Built in the most environmentally restricted areas of Westchester County New York, the project was erosion control managed to capture and treat massive run off in the most extenuating of circumstances. ("No. 1 New York City Area Golf Course, 2010" by AskMen.com; "America's Best New Courses, 2009" by *Golf Digest* ; "New Golf Development of the Year, 2009" by *ABTA Golf*; "Top Ten You Can Play, No. 2, 2008" by *Golf Magazine* ; "Best New Courses 2008" by *LINKS Magazine*; and, "America's Best New Courses, 2008" by *Golfweek*

Liberty National GC Located in the shadow of the Statue of Liberty on New York Harbor, it was one of the most environmentally and logistically challenging golf projects ever constructed. (Site of the Barclay's PGA Tour Championship and 2017 President's Cup)

TPC of New Orleans A Pete Dye classic built on land averaging 1m below sealevel, this was another success on a uniquely challenging site. (“#4 best upscale public golf course” by Golf Digest magazine when it debuted in 2004. TPC Louisiana is consistently included in Golfweek’s “BestCoursesYouCanPlay.”)(GolfDigest Top100PublicGolfCourse)

Chamber’s Bay Built on the environmentally sensitive, Puget Sound was the site of the 2015 US Open Championship.

Trump International Built on hilly terrain and mangrove flats, between the treasured El Yungue rain forest and pristine blue Caribbean waters, the project was successfully integrated with a perfect environmental control record (Site of Puerto Rico Open and voted top 20 Courses of the PGA Tour)

Representative Designers:

Sir Nick Faldo

Tom Fazio

Jack Nicklaus

Robert Trent Jones II

Pete Dye Reese Jones

Arnold Palmer

Bill Coore

Gil Hanse (Designer of the Brazil Olympics Course)

Robert Von Hagge

PGA Tour ...and many more.

ABOUT

Sam Sakocius: Award winning Real Estate and Golf development consultant. International Golf Travel Writer, Governmental Tourism Consultant to emerging Golf Markets, Multiple time judge in World Best Golf (New Course-Renovations Restorations) competitions, frequent collaborator with Hotel/Golf Resorts - Westin, Ritz Carlton, Hyatt, Six Senses, Marriot. www.qualitasprojectcontrol.com

Zenta Thomas: Cross Cultural Consultant. Destination Golf Representative in Asia. Advisory Board - Golf Kitchen. Clients include Six Senses, Golfasian, Cindy Reid Global Golf, Kyi Hla Han Golf, Steven Rockefeller Golf Development, Gil Hanse Golf Design. www.dragonrockllc.com www.qualitasprojectcontrol.com

BIOS

About Sam As an award winning Golf Development professional, Mr Sakocius is in demand as an author, speaker, judge, mentor and legal expert as well as for his development advisory services. He is presently the principal owner of the consultancy, Qualitas Project Control, with 30+ years

in the golf and resort development industry and over 120 golf and resort development project to his credit.

Prior to establishing PCI (now known as Qualitas), Sam successfully founded SAJO Construction, Inc. He built the company from two employees to over 250. He also established his company as a certified Golf Course Builder by the Golf Course Builders Association of America and led SAJO to win the "1996 National Golf Course Builder of the Year Award".

He has been featured on the cover of the Houston Business Journal. Sakocius also helped pioneer digital terrain modeling for the golf industry as well as other technological advances. He has authored many articles relating to golf course development, which have appeared in major publications as well as trade magazines. He is a consultant and columnist for Destination Golf, focusing on the golfer's navigation of strategic design characteristics of Southeast Asian golf courses. Sakocius has appeared on numerous panels discussing and teaching the principles of Golf Course Development and Construction Management, including the Golf Inc. Show, the Golf Industry Show, The China Golf Show and the Golf Course Builders Association of America. Sakocius has been on the judges' panel for the International Best New Golf Project of the Year sponsored by Golf Inc. magazine four times. He has worked with the University of Wisconsin as a guest lecturer providing insight into the continued development of their Golf Enterprise Management Bachelor of Science Program.

Sakocius served for seven years on the Board of Directors of the Golf Course Builders Association of America serving as Chairman of the Committee to Establish Contractual General Conditions and Contract Format adopted by the American Society of Golf Course Architects.