



CAMPBELL GRAY

HOTELS & RESORTS

ABOUT CAMPBELL GRAY HOTELS

Campbell GRAY Hotels® is an owner-operator and international hotel management company focused on creating and operating highly individual hotels in Europe, the Middle East and Africa.

As part of SIA Life holding company, Campbell GRAY Hotels has a complete and comprehensive understanding of what it takes to develop, own and operate hotels, residences, and wellness facilities.

Its goal has always been to achieve the very highest standards in both design and service and to be the market leader in its destinations.

There is a very clear philosophy in the company and that is to, at all times, operate to the highest levels of integrity, to achieve commercial success and to take great care of its people.

Campbell GRAY Hotels is extremely particular about design, and the team is involved in every aspect of the creation, philosophy and concept of each hotel.

Most recently Campbell Gray has partnered with Valor Hospitality to enhance its operational and back office capabilities.





Like the finest tailored suits of Savile Row,

Campbell Gray offers a custom-made approach to each, individual project; no two are ever the same.



CAMPBELL GRAY HOTELS SERVICES

WHAT WE DO

Campbell GRAY Hotels offers design input, development, technical services and long term management for hotels, residential and mixed use projects.

We are very much engaged in the development process from day one, creating the property's identity, influenced by our philosophies and concepts throughout the project.

We believe in creating things that are built to last and quite simply, we are the antidote to cookie cutter hotel company.

While there is no rigid template for a Campbell GRAY Hotel, we take pride in selectively choosing projects which we believe can become the best in their market.

Importantly, we base ourselves on an excellent owner relationship where there is a meeting of minds, and shared passion and vision.

Our involvement covers the following stages of an hotel's creation:

- Planning & Concept\Creation
- Development
- Pre-opening
- Operating

DEVELOPMENT / TECHNICAL SERVICES

Our team has been brought together from some of the world's most established and innovative hotel groups.

We use this experience to advise and review all aspects of a project with the owner and appointed consultants including architects, interior designers, engineers and other specialists. To assist we provide, where required, the following:

- Project Vision, philosophy and master planning
- Financial Forecasts and budgeting
- Operational brief including, service requirements, operating equipment and IT system requirements.
- Concept briefs and interior design input, lighting and landscape brief, decoration & art sourcing.
- Pre-opening plans and critical paths, including, budgeting, staffing and training, business planning, public relations and marketing.

As none of our Campbell GRAY Hotels is the same as the other, we often work with the industry's leading authorities in specific fields. We have curated a talent list of Artists, Specialist Chefs, Technical Experts, Wellbeing Gurus, Designers and Music Professionals to call upon specific to the project.

MANAGEMENT

Integrity is the foundation stone behind the management of the hotels in our care. We have, over many years, developed our policies and service standards to reflect the high levels we seek to achieve; all according to our industry's best practice, staff training and guest service:

CGH POLICIES & PROCEDURES

Each of our hotels receives a complete set of our company's operating policies and procedures. These are for all departments and reviewed for each destination to ensure they meet legal and labour requirements.

IT'S ALL ABOUT SERVICE (IAAS)

All departments have their own complete training manual for all roles and responsibilities, both internal and guest service.

HOW TO DO ITS (HTDIS)

Our guest focused training that delivers natural consistency.



VALOR

HOSPITALITY PARTNERS

VALOR IS THE INDUSTRY-LEADING
HOSPITALITY COMPANY WITH A
DIVERSE PORTFOLIO OF HOTELS AND
RESTAURANTS ACROSS THE AMERICAS,
UK & EUROPE, AFRICA, MIDDLE EAST
AND ASIA.

VALOR SERVICES & ADVANTAGES

1

- Control
- Cultural performance and guest experience delivery
- Commercial Performance

2

- Synergies in the form of one management company running centralized services
- Use of leaders and staff who can be cross-trained and utilized between properties

3

- Emotional connection
- Availability of and access to C-Suite Executives
- Experience in efficiently operating multiple brands at all levels within the industry.

4

- Valor Global resources and knowledge
- Valor Global Brand relations and standing
- With nearly 100 properties globally, Valor brings strategic thinking and intellect to the table and is well versed in current trends.

5

- Ability to promote to the Valor Global Client base
- Global credibility with owners
- Proximity to meet with owner when needed and senior leaders responsible for all of the business.

6

- Sales & Marketing, Revenue Management, Social & Digital and PR experience second-to-none
- Widely recognised best RGI stats across the globe with in franchised/branded properties
- Relationship and trust between GDS and Valor ensuring success

THE JOURNEY SO FAR

1997
**ONE ALDWYCH,
LONDON**
Creation, concept
design, development
and opening by
Campbell Gray
as a Leading Hotel
of the World, to
great acclaim

2008
**DUKES HOTEL,
LONDON**
Renovation by
Campbell Gray
Hotels and reopening
as a Leading Hotel of
the World

2015
**CAMPBELL
GRAY HOTELS**
Acquisition of
Campbell Gray
Hotels by the
Audeh Group

2017
**THE FARMINGTON,
LIBERIA**
Opening of The
Farmington, a
riverside airport hotel
in Liberia, managed by
Campbell
Gray Hotels

2018
**THE MACHRIE,
ISLAY**
Concept redesign
and reopening of
The Machrie, Islay
after a full links
and
hotel renovation

2018
**CAMPBELL GRAY
LIVING, AMMAN**
Opening of Campbell
Gray Living, Amman;
Campbell Gray
Hotels' first mixed
used residential and
commercial
development. Hotel
due in 2022

2019
**ALEX, LAKE
ZURICH**
Campbell Gray
Hotels opens Alex,
Lake
Zurich and its
lakeside
restaurant The
Boat House after a
2 year
full renovation

2026
**NORTH COAST,
EGYPT**
Boutique hotel,
branded private
residences,
restaurants, bar
and spa on Egypt's
stunning north
coast

2001
**CARLISLE BAY,
ANTIGUA**
Creation, concept
design and opening
by Campbell Gray as
a Leading Hotel of
the World, winning
Tatler's Hotel of the
Year award the year
it opened

2009
**LE GRAY,
BEIRUT**
Creation, concept
design and opening
by Campbell Gray
hotels as a leading
hotel of the world,
to great acclaim

2017
**THE PHOENICIA,
MALTA**
Concept redesign
and reopening of
The Phoenicia,
Malta by Campbell
Gray Hotels as a
Leading Hotel of the
World after a 2-year
closure, full
renovation and
repositioning

2017
**EXTENSION OF
LE GRAY, BEIRUT**
Opening of the
extension as a
testimony to Le
Gray's success with
more rooms, a grand
new entrance and
lobby, and function
space; all designed by
Campbell Gray Hotels

2018
**CAMPBELL
GRAY HOTELS**
Opening of the
company's regional
office in Dubai

2019
**THE MERCHANT
HOUSE, MANAMA**
Creation, concept
design and opening by
Campbell Gray Hotels
as a Small Luxury
Hotels of the World

2026
**KINGS POLO,
CAIRO**
Ground up concept
design of luxury
boutique hotel,
restaurants, PureGray
Health & Wellbeing &
club house, on the
equestrian grounds
close to the Pyramids
of Giza

2027
ABUJA, NIGERIA
Boutique hotel
and private
residences,
restaurant and spa
nested in Abuja's
largest botanical
garden

ICONIC

CREATIONS

- 105 Rooms & Suites
- 2 Restaurants ~ 2 Bars ~ Café
- 5 Meeting & Private Dining Rooms
- Screening Room
- Spa ~ Health Club
- Swimming Pool





CARLISLE BAY, ANTIGUA



82 Ocean facing Suites
2 Restaurants ~ 3 Bars
Library ~ Gift shop
Spa ~ Health Club ~ Hair salon
Yoga Pavilion ~ Swimming Pool
Meeting room ~ Screening room
Kids Club ~ 9 Tennis Courts ~ Water sports

CARLISLE BAY, ANTIGUA

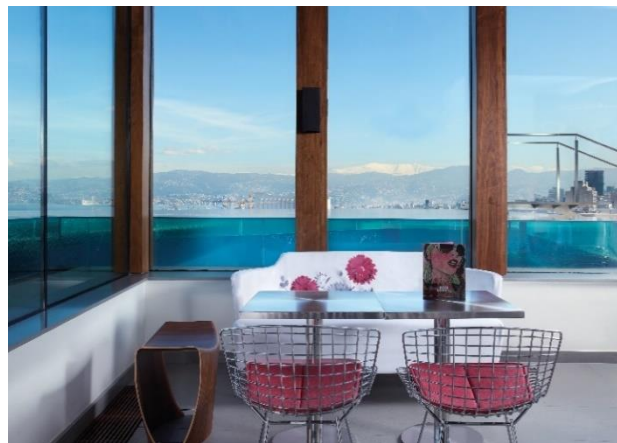


LE GRAY, BEIRUT



103 Rooms & Suites
Rooftop Restaurant & Bar
Sidewalk Café
Lobby Lounge
4 Meeting Rooms ~ Screening Room
Spa ~ Gym ~ Hair Salon
Rooftop Pool

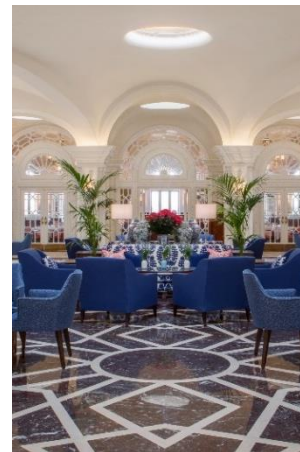
LE GRAY, BEIRUT



136 Rooms & Suites
2 Restaurants ~ Club Bar
Palm Court Lounge
Extensive Gardens ~ Outdoor Pool & Terrace
Spa ~ Health Club ~ Indoor Pool
Ballroom ~ Meeting & Private Dining Rooms



THE PHOENICIA, MALTA



THE MACHRIE HOTEL & GOLF LINKS, SCOTLAND

18 Hole Golf Links Championship Course
Driving Range ~ Pro Shop
47 Rooms (includes 4 lodges)
Restaurant ~ Bar
Lounges
Meeting Room ~ Screening room
Gymnasium ~ Sauna ~ Two treatment rooms



THE MACHRIE HOTEL & GOLF LINKS, SCOTLAND



THE MERCHANT HOUSE, BAHRAIN

48 Suites
Rooftop Restaurant,
Terrace & Bar
Meeting Room
Library - Café
Rooftop Pool ~ Gym



THE MERCHANT HOUSE, BAHRAIN



44 Hotel Apartments
Lobby Lounge ~ Residents Lounge
Lakeside Restaurant & Terrace
Bar
Spa ~ Gymnasium
Private Underground Parking
Private Marina



ALEX, LAKE ZURICH



IN THE MAKING

THE GRAY, KINGS POLO, WEST CAIRO



THE GRAY, KINGS POLO, WEST CAIRO







THE GRAY, THE MED, EGYPT



THE GRAY, THE MED, EGYPT





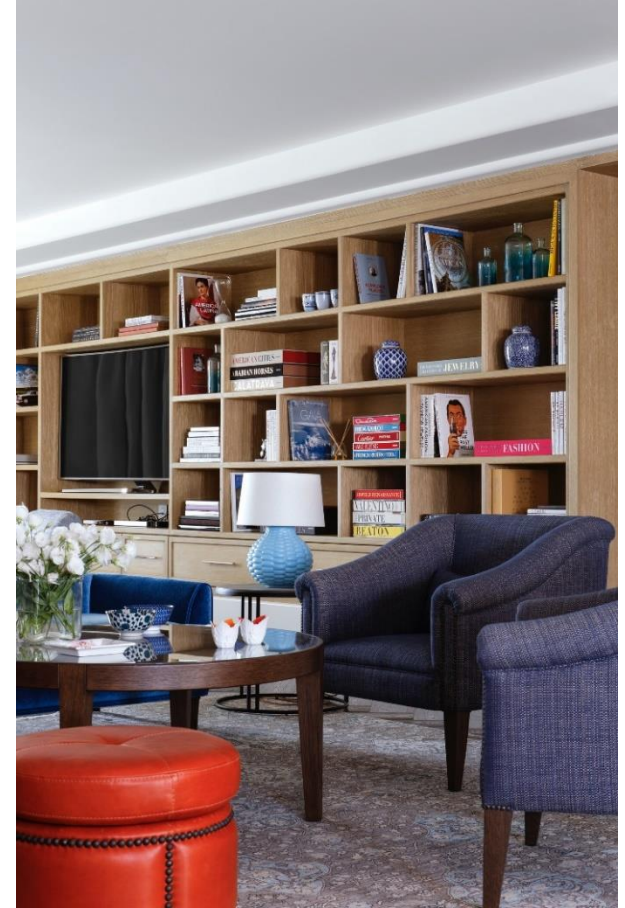


CAMPBELL GRAY LIVING BRANDED RESIDENCES

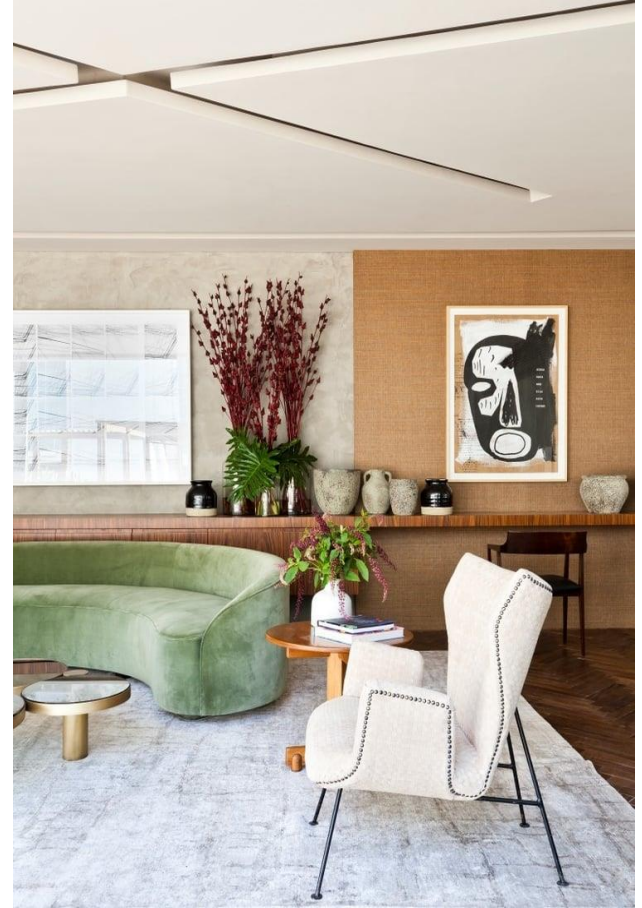
Campbell Gray Hotels provides development partners with a tremendous opportunity to create value. Private residences offer the capacity to generate significant brand premiums and synergistic hotel economics as a result of a co-location strategy.

Marketing support and sales advisory as well as comprehensive, residential owner benefits further extends the competitive advantage enjoyed by our residential development partners.

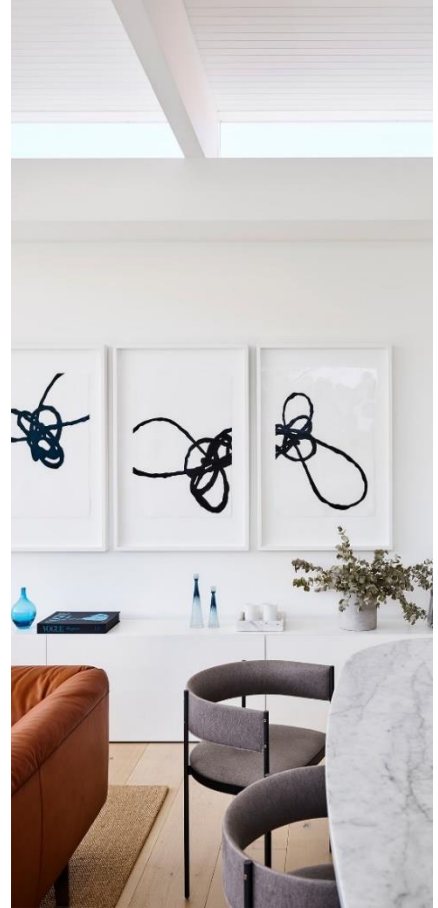
CAMPBELL GRAY LIVING Private Residences, AMMAN



CAMPBELL GRAY LIVING Private Residences, ABUJA



CAMPBELL GRAY LIVING Private Residences at The Med, EGYPT



HOTEL & RESIDENCES INTEGRATION

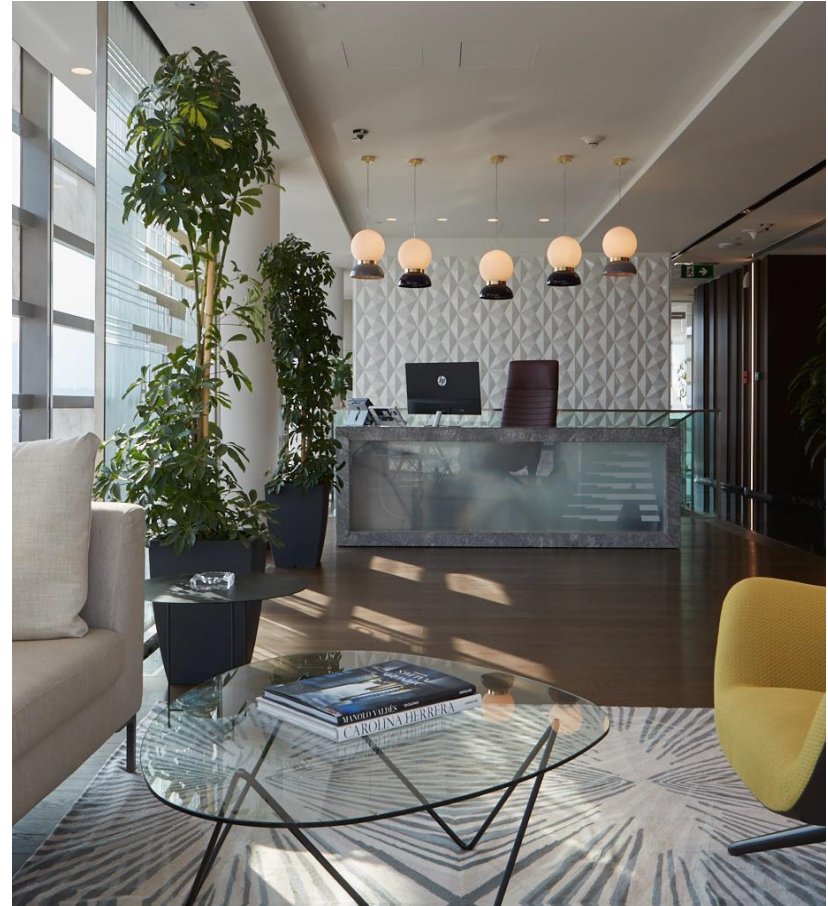
- Integration facilitates: an enhanced service extended to residents that includes in-residence dining & catering, private chefs, concierge services, private transportation, and more.
- Residents possess the ability to charge resort expenses to a personal account, reinforcing the exclusivity and the convenience of creating seamless experiences throughout.
- Hotel and Residences economies of scale are enhanced with operating expenses and staffing shared across the development.
- Residents generate ancillary revenues improving profitability.



CORE SERVICES

Core services are delivered to all residence owners and are included in service charge assessments. Core services are customized around the market and target buyers and are jointly agreed with our development partners.

- Residence concierge
- Doormen & valet
- Security
- Owner services
- Clubhouse / residence lounge staff
- Common area maintenance, utilities and housekeeping
- Replacement and capital reserves
- Administration
- Property insurance





A-LA-CARTE SERVICES

A-la-carte services are optional and subject to additional charges that maybe billed to a personal account. Residence concierge as a convenient, single point of contact coordinates a-la-carte services. Services are also customized around market needs and buyer expectations, and may include:

- In-residence catering
- Personal chef
- Shopping services
- Personal assistant
- Childcare
- Dry cleaning & laundry
- Private transportation
- In-residence housekeeping
- In-residence maintenance
- Personal training and spa services

FOOD

& BEVERAGE

OUR FOOD & BEVERAGE MILESTONE JOURNEY

2005
CASA DEL HABANO
Opening of our wine, brandy and cigar lounge in Kiev, Ukraine

2009
CINNABON
Acquisition of Cinnabon franchise for Cyprus, Greece, Lebanon and Ukraine

2009
GORDON'S CAFÉ, BEIRUT
Opening of our first sidewalk café concept at Le Gray, Beirut

2009
BAR 360
Opening of Bar 360 inside the rooftop cupola at Le Gray, Beirut

2013
CHERRY ON THE ROOFTOP
Opening of our rooftop pool lounge at Le Gray, Beirut

2021
RESTAURANT 18
Opening of restaurant 18, overlooking the 18th hole at The Machrie Hotel & Golf Links on the isle of Islay, Scotland

2017
CINNABON, LEBANON
Our operation in Lebanon reaches a total of 8 stores

2019
CINNABON, CYPRUS
Our operation in Cyprus reaches a total of 9 stores

2019
HANGAR
Opening of the company's homegrown, aviation-themed diner concept in Amman, Jordan, focused on burgers, sandwiches and steaks

2019
INDIGO
Opening of our 4th Indigo restaurant at The Merchant House in Manama after Indigo at One Aldwych, London in 1997, Indigo at Carlisle Bay, Antigua in 2002, and Indigo at Le Gray, Beirut in 2009.

2019
THE BOATHOUSE
Opening of our lakeside restaurant, bar and terrace on Lake Zurich, Switzerland, specialized in European classics, seafood and steak

2021
CINNABON, UKRAINE
Our operation in Ukraine reaches a total of 7 stores

2019
CINNABON, GREECE
Our operation in Greece reaches a total of 8 stores, totalling 32 outlets region wide

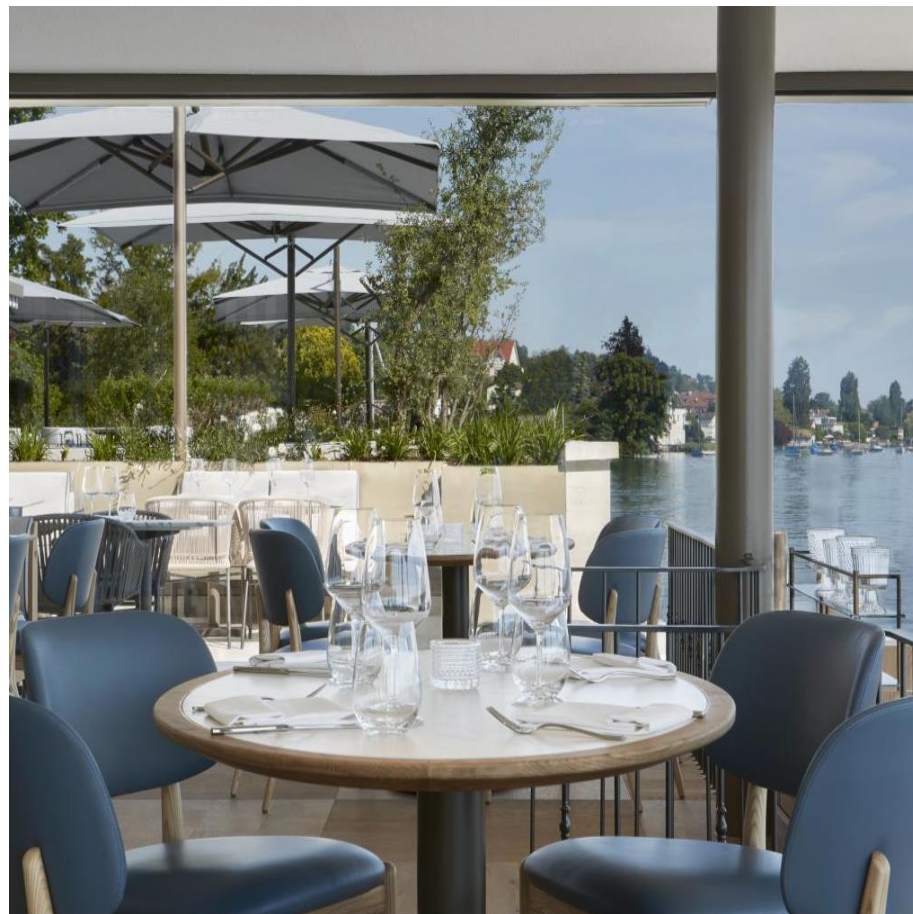
2023
CAFÉ GRAY
Creation and launching of Café Gray in Dubai, bringing our renowned hospitality to the Emirates, serving British and European classics in a smart, comfortable atmosphere



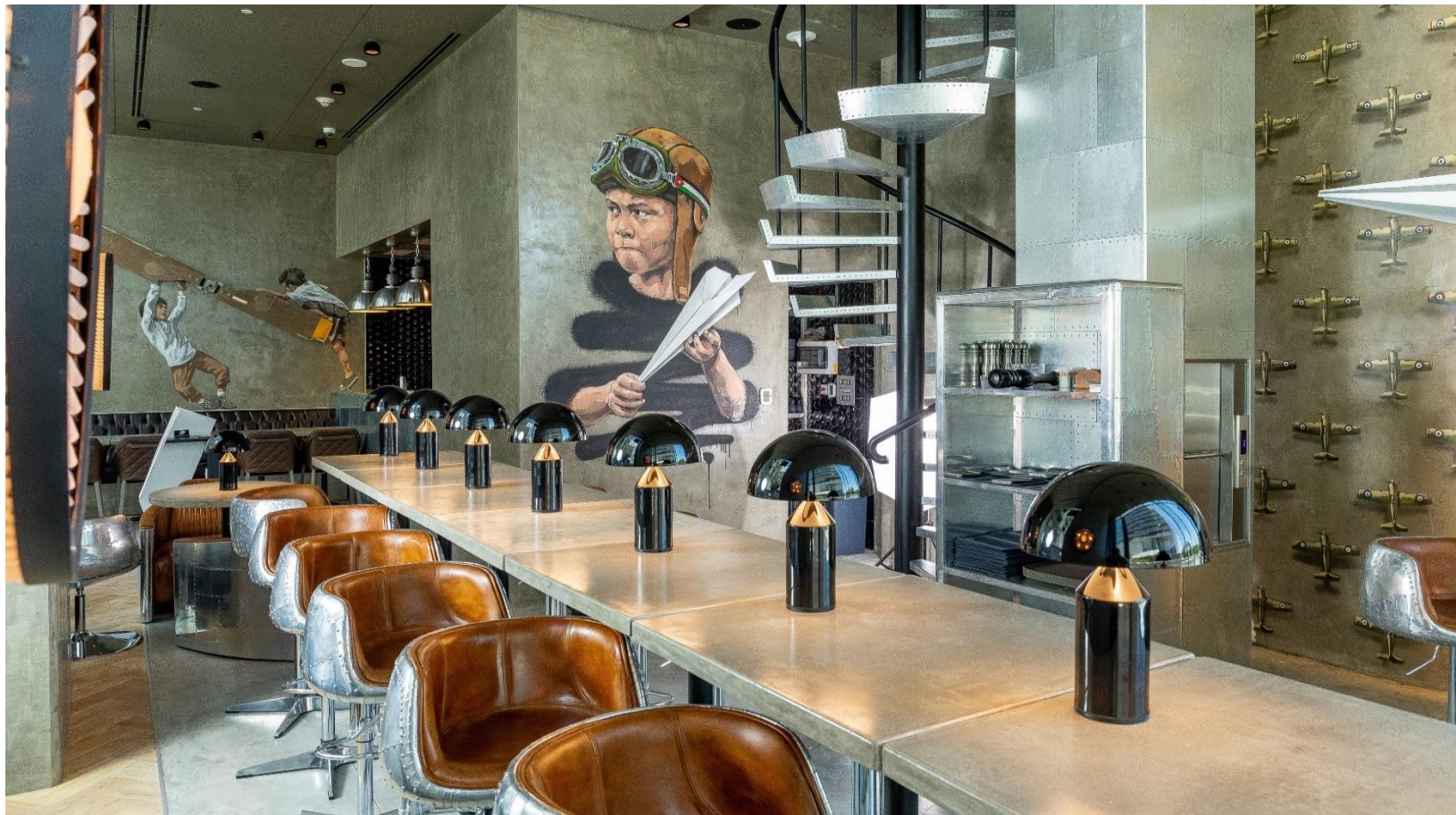




THE BOAT HOUSE, LAKE ZURICH







PUREGRAY.

HEALTH & WELLBEING

PUREGRAY. HEALTH & WELLBEING

At Campbell Gray Hotels we believe today's traveller is even more in-tune with their wellbeing.

We created PUREGRAY as an antidote that is not defined by the four walls of a spa or gym.

It is part of the hotel's DNA. PUREGRAY offers a holistic approach to services and provides body treatments, meditation classes, exercise groups and personal one on one experiences.

PUREGRAY extends to in-room self-practice and exercise as well as outdoor and explore, running, cycling, hiking and swimming.

We also understand that feeding your body correctly feeds your mind and soul. Our approach to health can be seen in our balanced menus and accommodating our guest's preferences.





AWARDS

& ACCOLADES



LE GRAY BEIRUT

AWARDS & ACCOLADES

2018 World Spa Awards
Lebanon's Best Hotel Spa

2018 TripAdvisor
**Top 25 Luxury Hotels in the Middle East
Travellers' Choice Award**

2018 TripExpert
Experts' Choice Award

2017 World Spa Awards
Lebanon's Best Hotel Spa

2015 Prix Villégiature
**Nominated, Grand Prize of the Best Hotel in the
Middle East**

2013 Robb Report
Ultimate City Escapes - The World's Top 100 Hotels

2013 CNN Arabia
10 Best Spas in the Middle East

2012 teNeues
Luxury Hotels - Top of the World list

2012 Wine Spectator
**Award of Excellence 2012 for having one of the
most outstanding restaurant wine lists in the
world**

August 2011 - Bilanz
25th in list of Top 100 City Hotels Worldwide

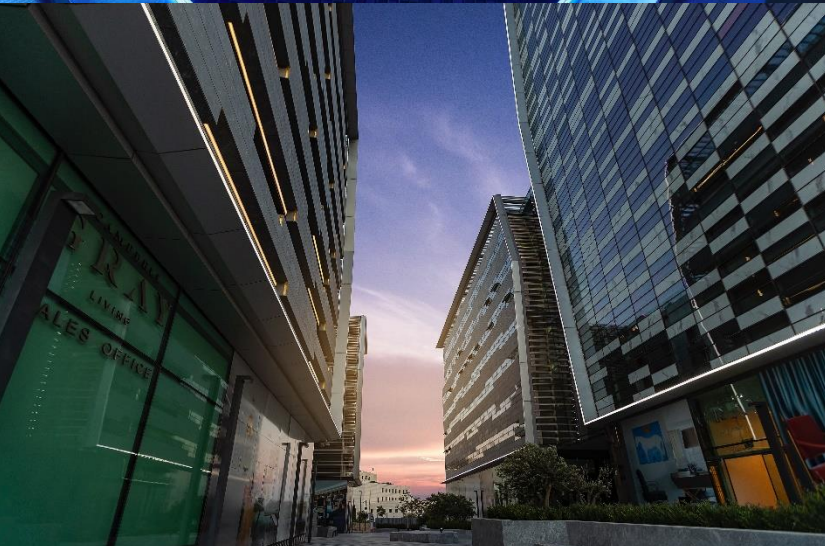
January 2011 - Shermans Travel
**2010 Smart Luxury Award for its ineffable
ability to provide a truly distinctive experience**

December 2010 - Wallpaper
Nominated, Best New Hotel

October 2010 - Luxe List
Best Hotels in Asia and the Middle East

September 2010 - Travel and Living, Australia
**14 of the most dazzling designer hotels in the
world**

June 2010 - Travel + Leisure
The "It" List



CAMPBELL GRAY LIVING AMMAN

2017-2018 Arabian Property Awards
Best Mixed-Use Development in Jordan

THE MACHRIE ISLAY

2022 Condé Nast Traveler Readers' Choice Awards
UK's Top 30 Hotels

2022 Leading Courses
6th in list of Top 100 Best Golf Resorts in Europe

2022 Golf World
Top 100 Great Britain & Ireland Courses

2021 World Golf
19th in list of Top 100 Scotland Courses

2020 Scottish Hotel Awards
Scottish Hotel of the Year

2019 Lux Life Magazine Awards
Best Seaview Hotel - Argyll & Bute

2019 Prestige Hotel Awards
Best Newcomer

2019 Scottish Hotel Awards
Islands Luxury Business Hotel of the Year
Islands Small Conference Hotel of the Year
Islands Golf Hotel of the Year

December 2018 - Golf Week
Top 5 Golf Life Moments of 2018

THE MERCHANT HOUSE MANAMA

2021 Condé Nast Traveller Middle East
Top 10 Restaurants in Bahrain
14 Prettiest Restaurants in the Middle East

2019 Luxury Travel Guide – Africa & Middle East
Luxury Boutique Hotel of the Year

2019 Hotel of the Year Awards
Best New Luxury Boutique Hotel Worldwide

2019 Condé Nast Traveler Hot List
15 Best Hotels in the Middle East

2019 Haute Grandeur Global Hotel Awards
Best Boutique Hotel in Bahrain
Best All-Suite Hotel in the Middle East
Best New Hotel in the Middle East
Best Small Hotel in the Middle East

2019 AHEAD MEA Awards
Best Lobby & Public Spaces

2019 Leaders in Hospitality Awards
Boutique Hotel of the Year

AWARDS & ACCOLADES



SALES, MARKETING & PUBLIC RELATIONS

A core competency of Campbell Gray Hotels, sales, marketing and public relations cover a wide range of activities that are constantly being assessed for each property and market. We take advantage of evolving digital media platforms as well as traditional press relationships. We produce clear sales plans to attract specific markets through pre-defined channels. Marketing follows the Campbell Gray Hotels philosophy that tells the unique stories of our individual hotels, creates the unexpected and attracts the curious. We utilise years of revenue management experience to compete in the most challenging markets.

Campbell Gray Hotels is a member of the Global Hotel Alliance.

A strategic partnership, this affiliation allows all our hotels to participate in the Discovery program and access a membership base predicted to exceed 30 million in 2025. Pre-qualified for regular business and leisure travellers, all our hotels take advantage of global marketing campaigns designed to promote and drive direct bookings to each property.

Depending on an hotel's business and positioning strategy, we also enrol with international luxury alliances such as Leading Hotels of the World or Small Luxury Hotels of the World. This allows our sales and marketing teams to extend their reach and take advantage of international sales offices and client relationships.



Independently minded



THE LEADING HOTELS
OF THE WORLD®

MARKET LEADING REVPAR PERFORMANCE AND DIRECT BOOKING PRODUCTION

Direct Bookings
IMPROVE PROFIT
Margins

Reinforced
BRAND AWARENESS
and Recognition

Superior
COMPETITIVE
Performance



RevPAR PENETRATION



DIRECT BOOKINGS

DISCOVERY GUEST LOYALTY PROGRAMME

DISCOVERY is the guest loyalty programme at Campbell Gray Hotels.

It has far reaching benefits in sales, guest capture and repeat business for each of our properties.

DISCOVERY 
REWARDING TRAVEL

 global hotel alliance

73% OF CROSS-BRAND STAYS ARE BOOKED VIA LOW COST CHANNELS

Worldwide
+ 30 MILLION
DISCOVERY members

Producing
\$1.65 BILLION
In annual room revenue

And over
8.6 MILLION
Room nights



50% increase in revenue from rewards members compared to non-members.



Frequent guests became **even more frequent**



ADR increased for the loyalty programme guests



Loyalty programme members **booked more rooms more often**

Per a recent, independent study conducted by Cornell University's School of Hotel Administration

WHAT ARE THE ADVANTAGES FOR OUR BRAND?



GLOBAL REACH

Ability to send offers to the DISCOVERY database
Global Marketing
Introduce your hotel to the guest of other partner brands



LOYALTY

Attract loyalty away from other hotels brands in the same market
Attract guests from within the alliance – other DISCOVERY brands / hotels
Encourage guests to improve their DISCOVERY status creating more loyalty



SUPPORT

Our hotel can access shared member profiles and preferences improving customer service
Reduced costs by taking advantage of GHA negotiated partnership deals
Extensive support team

CONTACT DETAILS

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