



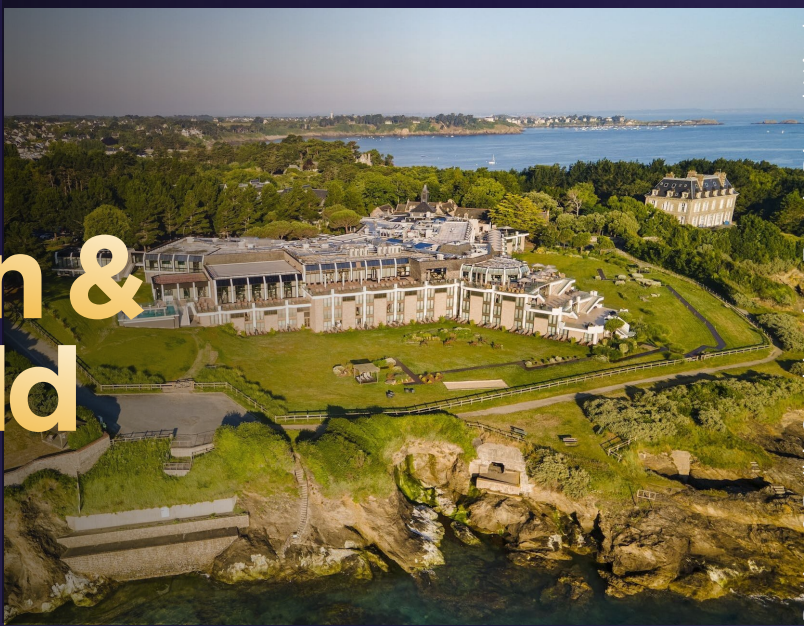
CUSHMAN &
WAKEFIELD

Roseate House Noida, Project Management Services

DELIVERING DESTINATIONS DRIVING VALUE

CUSHMAN & WAKEFIELD ITALY HOSPITALITY CAPABILITY

Cushman & Wakefield Global



Design & Build: Cap bien-être Emeria Dinard Hôtel Thalasso & Spa

AMERICAS

214 OFFICES

36,000 Employees

EMEA

117 OFFICES

5,000 Employees

APAC

67 OFFICES

12,000 Employees



\$10.3Bn

2025 REVENUE (USD)



53,000

EMPLOYEES (APPROX.)



NYSE

CWK



400

OFFICES (APPROX)



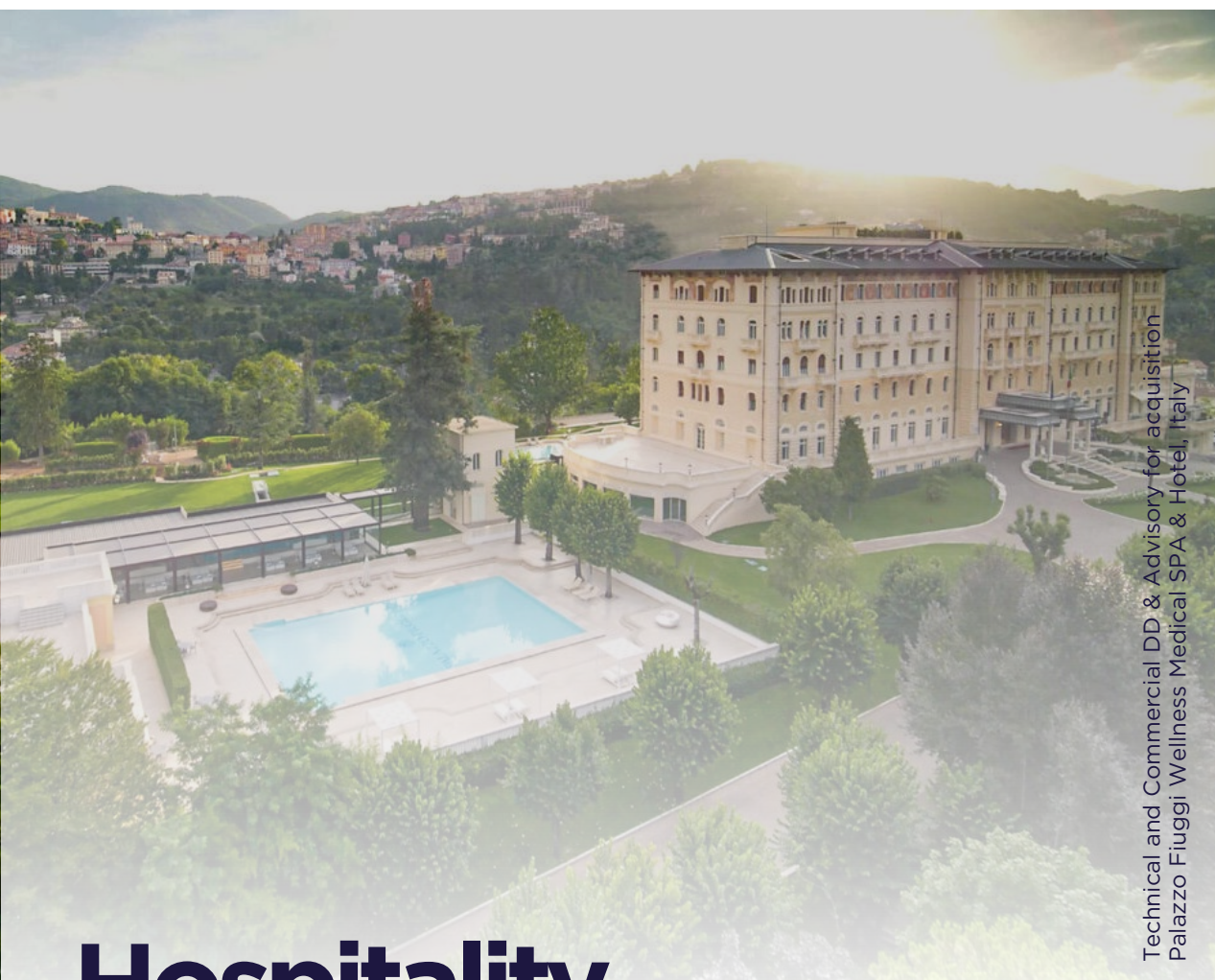
6.1Bn

SF MANAGED



60

COUNTRIES



Technical and Commercial DD & Advisory for acquisition
Palazzo Fiumi Wellness Medical SPA & Hotel, Italy

Hospitality By The Numbers

Our dedicated team of hospitality experts provides a comprehensive range of services across all European markets to meet the evolving needs of hotel investors, developers, finance providers and other industry stakeholders, unlocking opportunities and creating long-term value.



\$5Bn

Transaction Value



25+

Hotels Delivered



5,700+

Brokerage Transactions
Closed



4,000+ keys

Under Management



41,000+

Properties Appraised



100+

Hospitality Experts
in 28 Cities

Our Purpose

UNLOCKING OPPORTUNITIES & DRIVING VALUE FOR INVESTORS, OPERATORS AND DEVELOPERS

In hospitality, people are the heart of every business. We have assembled seasoned experts within our pan-EMEA hospitality platform that are entrusted by clients that own some of the world's top hotels and resorts, and we ensure these assets perform as well for investors as they do for guests.

Throughout the lifecycle of hotels from acquisition, development, repositioning to disposition, we leverage proprietary data, market intelligence and our global network to maximise returns. As hospitality standards rise, so does ROI for our clients. "Behind every great investment are value-driven insights, intelligence, connections and forward-thinking."



INTELLIGENCE FOR BETTER DECISION-MAKING

As the hospitality sector evolves, we continuously source new intelligence to keep clients ahead. By focusing on analytics and insights, we help investors and developers make faster decisions and capitalize on emerging opportunities.



REAL-WORLD EXPERTISE TO ENHANCE EXPERIENCES

We invest in top talent with deep industry knowledge to help our clients drive asset performance, maximise values and mitigate risks.



COLLABORATION FOR SMARTER PROBLEM-SOLVING

Our partnerships go beyond traditional relationships. As trusted advisers, we provide candid insights to solve the sector's most complex challenges with intelligence and strategic foresight.

Our Hospitality Capability



Capital Markets Services
Meininger Roma Termini, Italy

INVESTORS - OWNERS AND DEVELOPERS

- ✓ **Create** asset strategies that meet your investment objectives
- ✓ **Provide** development assessments and operational planning
- ✓ **Provide** technical advisory and project management support
- ✓ **Manage** your properties and related costs
- ✓ **Provide** strategic advice on operator and brand selection
- ✓ **Enhance** value by providing long-term superior return on investment



**Operator
Selection**



**Capital
Markets**



**Hospitality
Consulting &
Asset Management**



**Valuation &
Advisory**



**Project &
Development
Services**



**Energy &
Sustainability**

OPERATORS - BRANDS

- ✓ **Understand** your existing business strategy
- ✓ **Identify** new market entry and expansion opportunities
- ✓ **Uncover** the best locations
- ✓ **Create** an “on-brand” differentiated experience
- ✓ **Optimize** CapEx and OpEx and provide project management support for buildouts
- ✓ **Establish** Sustainability Strategies with end-to-end ESG Advisory



**Hospitality
Consulting &
Asset Management**



**Location Analytics
& Strategy**



**Operator
Representation**



**Transaction
Management**



**Project &
Development
Services**



**Energy &
Sustainability**



Focus on Project & Development Services

INVESTORS AND OPERATORS

- ✓ Develop technical strategies and define project objectives
- ✓ Provide feasibility studies and CapEx assessment to support financial analysis
- ✓ Provide Technical Due Diligence for acquisition, disposal and lending purposes
- ✓ Sustainability certifications, energy efficiency, climate risk assessment, ESG Due Diligence
- ✓ Act as project manager for design and construction during refurbishment
- ✓ Oversee quality, compliance, project risk and costs as project monitor for lending purposes
- ✓ Manage procurement, contracting and construction
- ✓ Lead handover and operational readiness to maximize long-term value



**Technical Advisory,
Feasibility Studies
& ESG Assessment**



**Development
Assessment &
Strategy**



**Cost Planning &
Control**



**Procurement &
Construction
Management**



**Project Oversight
& Management**



**Handover &
Operational
Readiness**

Our Hospitality Experts Italy



FRANCESCO CALIA
International Partner
Head of Hospitality Italy, MRICS
francesco.calia@cushwake.com

Francesco joined Cushman & Wakefield in 2024 and brings over 25 years of experience in real estate finance, specializing in the hospitality sector. He advises investors, owners and operators on hotel acquisitions, management and lease negotiations, and asset valuations, with transaction experience exceeding €2.5 billion across luxury and ultra-luxury hotel projects. Prior to joining the firm, he held senior hospitality leadership roles at Deloitte, Arthur Andersen and CBRE EMEA, is a member of RICS, certified Real Estate Agent at CCIA of Milan and qualified ESG advisor in Real Estate at Cambridge University.



ALESSANDRA GIORGI
Associate
Hospitality Italy
alessandra.giorgi@cushwake.com

Alessandra joined Cushman & Wakefield in 2021 and brings experience across hospitality advisory and real estate services. She advises investors, owners and operators on feasibility studies, operator selection, valuations and commercial due diligence assignments. Prior to joining the firm, she worked for a sovereign wealth fund in Qatar focused on hospitality investments and asset management, and later joined luxury hospitality brand The Dedica Anthology. She also gained experience within Ernst & Young's Real Estate team.



DAVIDE BARBARO
Associate
Hospitality Capital Markets
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Davide joined Cushman & Wakefield in 2024, bringing extensive experience in real estate valuations, feasibility studies and development advisory. He supports investors and developers through strategic asset assessments, business plans and commercial due diligence assignments, while contributing to business development activities. Prior to joining the firm, he spent over four years within the Hospitality Real Estate teams of Deloitte and Ernst & Young, gaining strong expertise across hospitality and real estate advisory projects.

Our Hospitality Experts Italy



DAVIDE SANTICCHIA

Partner

Head of PDS Rome, Hospitality Lead
davide.santicchia@cushwake.com

Davide is a Partner within Cushman & Wakefield's Project & Development Services team in Rome, where he leads the local PDS practice and the Hospitality Technical Services offering in Italy. With over 25 years of industry experience and at the firm since 2004, he advises occupiers, investors and hospitality clients on office, retail, hospitality and logistics projects. His expertise covers project and construction management, design oversight, technical due diligence and building consultancy, supporting clients from strategy through delivery.



BENEDETTA ABBOTTONI

Partner

Head of Technical Advisory Italy, Hospitality Lead
benedetta.abbottoni@cushwake.com

Based in Milan, Benedetta is a Partner within Cushman & Wakefield's Project & Development Services, where she heads Technical Advisory and Hospitality Technical Services in Italy. With more than 25 years of experience, she advises investors, owners and operators throughout the investment lifecycle, from technical due diligence and design feasibility to cost management, project management and lender project monitoring. She combines strategic and technical expertise to manage risk, enhance asset performance and unlock long-term value.



GIUSI FERONE

Partner

Head of PDS Sales Italy
giuseppina.ferone@cushwake.com

Giusi Ferone is Partner and Head of Sales Italy for Cushman & Wakefield's Project & Development Services (PDS), working with investors, occupiers and developers across the real estate sector. With an architectural background and experience in business development, she links investment strategies with the technical expertise available within PDS. In Hospitality, her client-led approach is focused on connecting strategy, technical expertise and execution, including, on selected projects, delivery as general contractor. She has an international track record across Europe, North America and the Middle East.

Our Hospitality Experts EMEA



FREDERIC LE FICHOUX
International Partner
Head of Hotel Transactions, EMEA

Frederic Le Fichoux leads Cushman & Wakefield's hotel transaction advisory across EMEA, bringing over 25 years of hospitality real estate experience. He has advised on more than €2.5 billion of hotel transactions across Europe, with expertise spanning cross-border investments, deal structuring, valuations, and development advisory.



SHARON WEE
Client Services Lead Hospitality & Retail
PDS EMEA & APAC

Based in Singapore, Sharon heads Project & Development Services for the Hospitality sector across Asia Pacific. She brings together Cushman & Wakefield's full suite of real estate services, including consultancy, valuations, acquisitions, capital markets and project management. Her experience spans leading operators such as IHG, Hilton, Hyatt and Banyan Tree, and projects from Marina Bay Sands and Resorts World Sentosa to boutique private equity assets.



CUSHMAN & WAKEFIELD ITALY HOSPITALITY CAPABILITY

ABOUT CUSHMAN & WAKEFIELD

Cushman & Wakefield (NYSE: CWK) is a leading global commercial real estate services firm for occupiers and investors with approximately 53,000 employees in over 350 offices and nearly 60 countries. In 2025, the firm reported revenue of \$10.3 billion across its core service lines of services, Leasing, Capital markets, and Valuation and other. Built around the belief that Better never settles, the firm receives numerous industry and business accolades for its award-winning culture.

For additional information, visit www.cushmanwakefield.com.