



**International
Hospitality
Investment Forum**

ASIA

2025

Programme

17 – 19 September 2025

Regent | Hong Kong

IHIF ASIA 2025

Beyond Borders: Markets, Capital, Growth

Wednesday, 17th September 2025

- 11.00 Registration Opens
- 13.50 - 14.00 Opening Cultural Performance - The Lion Dance of Hong Kong
Founded during 475 – 221 BC, the lion dance is part of all important events and occasions and is believed to bring good luck and good health to participants. Its auspicious nature is thought to guarantee success.

Market: Seizing the Opportunities

- 14.00 - 14.10 Welcoming Remarks
Alexi Khajavi, President, Hospitality, Travel and Wellness, Questex
IB Saravanan, Vice President and Market Leader, Questex Asia
- 14.10 - 14.40 **Global Economic Outlook and Geopolitical Shifts:
Navigating Market Disruptions and Inbound Capital Flows**
- ECONOMIST KEYNOTE
An economist-led analysis of the global economic landscape and its impact on the travel and hospitality industry, focusing on navigating challenges like inflation, currency fluctuations, and shifting demand patterns. Key economic factors such as GDP growth, interest rates, and fiscal policies will also be examined. We will explore the influence of geopolitical shifts, including the China-US trade war, on inbound capital flows and how countries like Vietnam, Cambodia, and Thailand are benefiting from changing trade dynamics and US policy impacts across the Asia Pacific region.
Mo Ji, Managing Director, Chief China/HK Economist, Group Research, DBS
- 14.40 - 15.00 **Destination Asia:
Forecasting Consumer Trends and Tourism Flows Across the Asia Pacific Region**
This session, presented by Booking.com, will provide an in-depth look at the projected volume and value of domestic, intraregional, and inbound travel flows in Asia Pacific. We'll explore emerging source markets and the key growth markets shaping the future of tourism in the region.
Anthony Lu, Regional Director SEA & Greater China, Booking.com
- 15.00 - 15.30 **Infrastructure Development: The Backbone of Hospitality Growth**
- POLICY & INVESTMENT PANEL
Government-backed infrastructure development plays a pivotal role in boosting hospitality growth, especially in emerging markets. This session will dive into how government investments in transport, utilities, and urban development open new avenues for hotel chains, resorts, and mixed-use developments in secondary cities and in the fast-urbanizing rural areas.

Moderator:

Andrew Jones, *Guardian & Founder & PATA Life Member, Sanctuary Resorts*

Panelists:

Rachel Loh, *Executive Director, Hospitality & Tourism Talent, Singapore Tourism Board*

Shabib Al Maamari, *Managing Director, Visit Oman*

15.30 - 15.55 Networking Break

15.55 - 16.35 **Women in Hospitality: Breaking Barriers, Leading the Change**

**PANEL
SESSION**

The hospitality industry is evolving, with women taking on leadership roles and driving innovation like never before. This panel brings together accomplished female leaders to discuss the challenges and opportunities in hospitality, from career growth and workplace inclusivity to leadership strategies and industry transformation. Join us as we explore how women are shaping the future of hospitality, breaking barriers, and redefining success in a traditionally male-dominated field. Gain insights, inspiration, and practical advice from trailblazers who are paving the way for the next generation of women in hospitality.

Moderator:

Naureen Ahmed, *Founder, Inspiring Women in Hospitality*

Panelists:

Ying Ying Koh, *Vice President, Franchise Performance and Holiday Inn Express, IHG Greater China*

Jia Wu, *Chief Operations Officer China, Club Med*

Samantha Manigsaca, *Director and Vice President for Hospitality, AppleOne Group*

Saowarin Chanprakaisi, *Vice President of Business Development, The Ascott Limited*

16.35 - 16.55

Leadership Insights: Balancing Growth, Stability, and Market Opportunities

**LEADER
INTERVIEW**

In this exclusive fireside chat, CNBC Travel Editor, Monica Pitrelli, will interview Hilton Asia Pacific President, Alan Watts, on how he sees the prospects for the industry's growth in Asia Pacific amid shifting global dynamics, what he sees shaping the industry in the years ahead and where investment opportunities lie in the region. They'll also cover leadership, innovation and the importance of culture and talent development to support the industry's rapid growth in the years to come.

Moderator:

Monica Pitrelli, *Editor, CNBC Travel*

Guest Speaker:

Alan Watts, *President, Asia Pacific, Hilton*

16.55 - 17.35

**New Cycle, Next Generation:
Seizing Opportunities in Asia's Real Estate Shift & Capital Diversification**



As global private real estate markets reset, Asia is experiencing a surge in institutional investment, with private equity, high-net-worth individuals, and family offices becoming key owners and investors, particularly in the resilient hospitality sector. This session will explore why now is the ideal time to invest and capture market share. Panelists will also discuss strategic fundraising and capital allocation approaches, focusing on diversifying investment sources to ensure sustainable growth and expand the opportunities in today's complex financial landscape.

Moderator:

Steve Carroll, Head of Hotels & Hospitality, Capital Markets Asia Pacific, **CBRE**

Panelists:

Rakesh Patel, CEO & Founder, **ALTA Capital Real Estate**

Kenneth Gaw, President and Managing Principal, **Gaw Capital Partners**

Gary Kwok, CEO & Managing Partner, **Axe Management Partners**

17.35 - 18.35

Council Meetings - Invitation Only

- CEO Council
Moderated by: Alexi Khajavi, President, Hospitality, Travel and Wellness, **Questex**
- Investors Council
Moderated by:
Leah Braithwaite, Marketing Director, **Questex**
Lucia Grambalova, Chief Investment Officer and Head of Asset Management, **Hotel Capital Partners**
Yona He, General Manager - North Asia, Head of Casinos, Asset Management & Owner Relations, **JAPAC, Oracle**
- Sustainability Council
Moderated by: Eric Ricaurte, CEO, **Greenview**

18.35 - 19.40

Investors Reception at NOBU

18.35

Welcome Cocktail Reception

21.00 - 22.00

Horse Racing by HKJC

The iconic Happy Valley Racecourse, located in the heart of Causeway Bay, offers an unforgettable mid-week experience with its "Happy Wednesday" event. This thrilling event combines live horse racing, entertainment, and a wide variety of food and beverage options, creating a lively atmosphere for all. Ideal for a group of 50, transportation to Sha Tin Racecourse will be arranged, subject to availability and changes. Enjoy a one-of-a-kind, immersive experience at this premier racing destination.

Thursday, 18th September 2025

07.00 - 07.45 **Tai Chi Class**
Experience the serenity and balance of Tai Chi in a 45-minute session at Regent Hong Kong. This wellness-focused event, designed for 50 participants, includes a comprehensive introduction to the traditional Chinese martial art, along with a demonstration and guided class. Participants will learn the essential techniques for coordinating breathing with slow, controlled movements, making it the perfect outdoor pastime for promoting mindfulness and physical well-being.

08.00 **Registration & Welcome Coffee**

Conference Host

Monica Pitrelli, Editor, **CNBC Travel**

09.00 - 09.05 **Welcoming Remarks**

Capital: Fueling the Future

09.05 - 09.20 **Investing in Hospitality Real Estate:
Key Drivers, Market Dynamics, and Return Potential**

In today's competitive market, technology strategy plays a crucial role alongside investment strategy. By capturing and leveraging data insights, technology can significantly drive revenue growth and improve operational efficiencies, enhancing asset return potential. Understanding these key dynamics and staying ahead of technological trends is essential for successful hospitality real estate investments.

Yona He, General Manager - North Asia, Head of Casinos, Asset Management & Owner Relations, JAPAC, **Oracle**

09.20 - 09.40 **Hospitality Disrupted: CEO Perspectives on Growth, Innovation & Sustainability**

**CEO
INTERVIEW**

From AI-driven personalization to the rise of eco-conscious travel, hospitality is undergoing a major transformation. In this candid discussion, leading CEOs will share how they are embracing disruption, redefining brand experiences, and implementing sustainable strategies that drive growth while meeting the demands of the modern traveler.

Moderator:

Tony Ryan, Executive Chair, **Trilogy Hotel**

Speaker:

Choe Peng Sum, CEO, **Pan Pacific Hotels Group**

09.40 - 09.50

DEPUTY
MINISTER
KEYNOTE
SPEECH

Prosper with Purpose: Shaping the Future of Tourism in Saudi Arabia

Join Deputy Minister Mahmoud Abdulhadi for an inside look at Saudi Arabia's meteoric rise as the fastest-growing tourism destination in the world. Discover how Vision 2030 is reshaping the Kingdom's tourism landscape, opening investment opportunities across giga-projects, heritage destinations, and untapped regions. Learn about the bold reforms, incentives, and infrastructure that make Saudi one of the world's most competitive environments for hospitality investors

Mahmoud Abdulhadi, Deputy Minister, Tourism Destination Enablement, **Ministry of Tourism of Saudi Arabia**

09.50 - 10.10

FIRESIDE
CHAT

Aseer's Ascent: From Vision to Prosperity

Showcasing how Aseer is transforming into one of Saudi Arabia's leading tourism and investment destinations. The session will highlight the region's unique nature and heritage, its alignment with Vision 2030, the role of the Aseer Development Authority, and the strong momentum driven by the Public Investment Fund and private sector. Audience members will gain insights into the opportunities, achievements, and future trajectory of tourism and investment in Aseer.

Moderator:

Rene Beil, President, **HAMA EMEA**/ Managing Director, **Beaufort**/ Chairman, **Maarah Holdings**

Speaker:

Engr. Hashim Aldabbagh, CEO, **Aseer Development Authority**

10.10 - 10.25

Data Drive: From top to bottom and into the future with main stories in APAC hotel pipeline, trends and performance

Will 2026 see further widened diversity across APAC region or more aligned market behaviour, and what is shifting in the development pipeline and operating business models - before the next big supply delivery peak comes around? Business on the books has shifted in 2025, as booking windows are often shorter and pace different from 2024. Forecasts are moderately adjusted, despite global financial volatility, as productivity has improved across the region, assisting performance as revenue growth slowed down. This session drills down on pipeline, key hotel performance trends both at topline and what factors are influencing GOP margin fluctuations.

Jesper Palmqvist, Regional Vice President Asia Pacific, **STR CoStar**

10.25 - 10.35

Branded Residences: Fresh Data, Global Insights, APAC Perspectives

In recent years, branded residences have become increasingly attractive to investors seeking to capitalize on the growing demand for high-end living experiences. As a result, branded residences are projected to experience significant growth in the coming years, driven by affluent consumers looking for the combination of luxury, exclusivity, and world-class services. This session will provide the latest global market update on branded residences examining its global trajectory, market composition, leading players, as well as key performance drivers and the sector's future outlook. While global in scope, the presentation will also look to highlight how these market dynamics compare in the APAC region.

Louis Keighley, Director, Head of Global Residential Development Consultancy, **Savills**

10.35 - 10.55 Networking Morning Coffee Break

10.55 - 11.10 **P&L Trends: Understanding the region's P&L structure to Optimize Hotel Profitability**

In this session led by Duetto, we'll explore trends in hotel profit and loss across the region and by market tier, looking at the parts of the hospitality business with headroom for further revenue growth and cost containment to drive stronger profitability.

Through detailed analysis, we'll uncover which business segments hold the most value, equipping attendees with actionable intelligence to optimise strategies and inform investment decisions for enhanced returns.

Jeong Pyon, Director of Hospitality Solutions APAC, **Duetto**

11.10 - 11.40 **Alternative Financing Strategies: The Rise of Private Credit in Hotel Investment**

PANEL
DISCUSSION

This session will explore how private credit funds are reshaping hospitality investment by providing alternative financing options, asset types, and loan structures outside traditional banking channels. With banks reducing their presence in the hospitality space, private credit funds are filling the gap. It will discuss the strategic benefits and risks of non-bank funding, the types of hotel assets being used for private credit loans, and the evolving terms of these deals.

Moderator:

Ananth Ramchandran, Head of Advisory & Strategic Transactions, Hotels & Hospitality, **CBRE**

Panelists:

Samuel Green, Managing Director, **Goldman Sachs**

Ben Zhu, Director, Head of Origination, Asia, Asia Pacific Private Debt, **Muzinich & Co**

William Huston, Founder and General Partner, **Bay Street Hospitality**

Jamie Kim, Managing Director, **ADM Capital**

Elissa Chao, Managing Director, **TOR Investment Management**

11.40 - 12.40 **BREAKOUT SESSION – ADJACENT SPACES**

11.40 - 11.45 Opening Remarks

11.45 - 12.05 **All-Inclusive Models: Capitalizing on Growth in Resort Destinations**

FIRESIDE CHAT

As the hospitality market evolves, extended stay and all-inclusive resort models are thriving in Southeast Asia, offering strong returns for owners and brands. Join this dynamic open-floor discussion to explore how these models align with the growing demand for longer stays and seamless experiences. Discover key success factors, opportunities in Southeast Asia's tourism market, and strategies to boost profitability and guest satisfaction for long-term success in a competitive landscape.

Moderator:

Lucia Grambalova, Chief Investment Officer and Head of Asset Management, **Hotel Capital Partners**

Speaker:

Sebastien Favre, VP Development, Construction & Project Management, Southeast Asia Pacific, **Club Med**

12.05 - 12.40

**Rise of Hybrid Living Models:
Co-Living, Student Housing and Extended Stay in Asia's Evolving Market**

PANEL
DISCUSSION

As Asia's real estate market evolves, hybrid living models like co-living, student housing, and extended stay accommodations are gaining momentum. This session will explore the growing demand for flexible, community-focused living spaces, driven by changing lifestyles, urbanization, and the rise of the gig economy. Experts will discuss the opportunities and challenges these models present for developers, investors, and operators, and how they are reshaping the region's real estate landscape to meet the needs of diverse populations in an increasingly dynamic market.

Moderator:

Hok Yean Chee, President – Asia Pacific, **HVS**

Panelists:

Jason Leong, Executive Director, Head of Investment and Asset Management, **Frasers Hospitality**

Sebastian Seitel, Founder & Managing Director, **The Alby**

Lucia Grambalova, Chief Investment Officer and Head of Asset Management, **Hotel Capital Partners**

12.40

Closing Remarks

11.40 - 12.20

Exclusive Workshop: How Booking.com Empowers Owners with Data-Driven Decisions

Moderators:

Oliver Winther, KAM Ownership & Management Groups – APAC, **Booking.com**

Matthias Schreiner, Senior Manager Global Accounts, **Booking.com**

11.40 - 12.40

BREAKOUT SESSION – Branded Residences

11.40 - 11.50

Opening Remarks

Brett Gregory-Peake, Managing Partner, **Liaison Consulting**

11.50 - 12.40

Maximizing ROI: Strategies for Investing in Branded Residences

PANEL
DISCUSSION

Investing in branded residences offers substantial financial returns, but only when the right strategies are in place. This panel will delve into the best practices for maximizing ROI, including leveraging the strength of international brands, ensuring operational excellence, and understanding the balance between residential and hospitality components. Learn from seasoned investors and developers who have successfully navigated the challenges of this high-end asset class to unlock the full potential of their branded residence investments.

Moderator:

Brett Gregory-Peake, Managing Partner, **Liaison Consulting**

Panelists:

Bobby Hiranandani, Co-Chairman, **Royal Group**

Rico Picenoni, Global Head of Residential, **Langham Hospitality Group**

Nitesh Pandey, COO, APAC, **The Lux Collective**

Tom Tai, General Manager – Hotel & Apartment Business, **Yuexiu Commercial**

Louis Keighley, Director, Head of Global Residential Development Consultancy, **Savills**

12.40 Closing Remarks

Brett Gregory-Peake, Managing Partner, **Liaison Consulting**

11.40 - 12.40 BREAKOUT SESSION – DESTINATION & MARKETS: MALDIVES

11.40 - 11.45 Opening Remarks

Ghaly Murthala, Founder and Managing Director, **Morteza Capital**

11.45– 12.05 Exploring the Maldives: The Jewel of the Indian Ocean in Hospitality Investment

As the global demand for luxury and experiential travel surges, the Maldives stands out as one of the most coveted yet untapped destinations for hospitality investment. This session will delve into the unique appeal of the Maldives, focusing on its tourism trends, the rise of ultra-luxury resorts, and sustainable practices that attract high-end travelers. Explore how the Maldives has emerged as a leading market for hotel and resort developments, offering investors valuable insights into the region's growth prospects and the evolving demand for eco-conscious and high-end tourism experiences.

Ghaly Murthala, Founder and Managing Director, **Morteza Capital**

12.05 - 12.40

**High-Impact Hospitality Developments:
Future Trends and Emerging Markets in the Maldives**

PANEL
DISCUSSION

Looking ahead, the Maldives hospitality sector is poised for significant transformation, with emerging trends shaping the market's future. This session will explore new developments in luxury resorts, private islands, and innovative hotel concepts, with a focus on emerging markets like digital nomadism, luxury wellness retreats, and experiential travel. Experts will discuss how to identify promising locations for development, the impact of new technologies on guest experiences, and how to leverage market shifts to position investments for long-term success in the Maldives.

Moderator:

Chris Ely, Head of Hotels Asset Management, Asia, **CBRE**

Panelist:

Ghaly Murthala, Founder and Managing Director, **Morteza Capital**

Ibrahim Siyad Qasim, CEO, **Villa Resorts**

12.40 Closing Remarks

Ghaly Murthala, Founder and Managing Director, **Morteza Capital**

12.40 - 13.40 Networking Lunch

- 12.40 - 13.40 Prosper in Saudi Tourism Investor Luncheon – By Invitation
- 12.40 - 13.40. Bay Street Hospitality Investor Luncheon at Lai Ching Heen – By Invitation

13.40 - 14.40 BREAKOUT SESSION – DESTINATION & MARKETS: JAPAN

- 13.40 - 13.45 Opening Remarks
Hiro Abe, Managing Director, H.A. Advisors Ltd

- 13.45 – 14.05 **Japan Hotel Market Trends: Investment, Development, and Strategy**
PRESENTATION
Explore the key macroeconomic factors impacting hotel investments in Japan, including currency depreciation, Fed rate changes, and inflation. This session will provide an overview of the post-COVID domestic accommodation market, highlighting the effects of exchange rates and interest rates on investment decisions. It will also discuss the rise in global hotel investment volumes, the growing presence of international operators in Japan, and strategic trends like adaptive reuse, mixed-use developments, and sustainability.

Yoshiki Kaneda, President and Representative Director, Seibu Prince Hotels Worldwide Inc

- 14.05 - 14.40 **Hospitality Development in Japan: Effective Construction Cost Management, Collaborative Approaches and Best Practices**
PANEL DISCUSSION
Japan's hospitality industry is grappling with soaring construction costs and operational expenses. The high costs of materials, labor shortages, and complex regulatory requirements are significantly impacting hotel development projects. This session will explore how collaboration between EPC contractors, landowners, and operators, developers and investors can drive more efficient construction cost management practices, innovative approaches to reduce overheads, and how adaptive reuse and mixed-use developments can provide financial relief while improving project viability.

Moderator:
Hiro Abe, Managing Director, H.A. Advisors Ltd

Panelists:
Abhijay Sandilya, Managing Director, Japan & Micronesia, IHG Hotels & Resorts
Jeremy Gillet, Chief Development Officer, Seibu Prince Hotels Worldwide Inc
Shunsuke Yamamoto, Managing Director, Fortress Investment Group
Aki Tachinaba, Executive Managing Officer, Takenaka Corporation

- 14.40 Closing Remarks
Hiro Abe, Managing Director, H.A. Advisors Ltd

13.40 - 14.40 BREAKOUT SESSION – DESTINATIONS & MARKET: HOTSPOTS IN SEA
Opening Remarks

13.40 - 13.45 **Kyu Baek Kim, Vice President, TriO Capital**

13.45 - 14.00 **Rise of Secondary Markets:
How Emerging Cities in Southeast Asia Are Redefining Hospitality Investment**

FIRESIDE
CHAT

Secondary cities in Southeast Asia are becoming the new frontier for hospitality investors. This session will delve into how cities beyond traditional tourist hubs are offering new opportunities for hotel investments, driven by increasing urbanization, business tourism, and local government initiatives.

Moderator:

Naureen Ahmed, Founder, Inspiring Women in Hospitality

Speaker:

David Roberts, Chief Operating Officer, Fusion Hotel Group

14.00 - 14.40

PANEL
DISCUSSION

**Beyond the Beaches:
Diversifying Hospitality Investment in SEA's Emerging Urban and Resort Markets**

While Southeast Asia is known for its idyllic beach destinations, emerging urban and resort markets are offering exciting new opportunities for hospitality investments. This session will explore diverse opportunities in both urban centers and resort locations, with an emphasis on mixed-use developments, integrated resorts, and luxury urban hotels. Discussions will include urban resort investment destinations and hotspots for new resort investments in Southeast Asia.

Moderator:

Kyu Baek Kim, Vice President, TriO Capital

Panelists:

Rachel Loh, Executive Director, Hospitality & Tourism Talent, Singapore Tourism Board

Erastus Radjimin, Founder and CEO, Artotel Group

Baron Ah Moo, SVP Asset Management, Indochina Kajima Development

Anchalika Kijkanakorn, Founder & Managing Director, Akaryn Hotel Group

14.40

Closing Remarks

Kyu Baek Kim, Vice President, TriO Capital

13.40 - 14.40 **ROUNDTABLE SESSION: ALTERNATIVE ACCOMMODATION
Emerging New Alternative Accommodation Trends in Asia:
Innovation, Platforms, and Capital**

As Asia's hospitality landscape evolves, emerging trends are reshaping how travelers experience accommodation. This roundtable session will explore innovative hospitality concepts such as spiritual tourism, glamping, eco-tourism, and health tourism, highlighting how these new forms of accommodation are capturing the imagination of both regional and international visitors. Experts will discuss the role of platforms, capital investment, and technological innovations in shaping these emerging sectors.

Moderators:

Sebastian Seitel, Founder & Managing Director, **The Alby**

Adeline Phua, Managing lyf Partner, **The Ascott Limited**

14.40 - 15.10 Networking Tea Break

Partner: Expanding Horizons

15.10 - 15.50 **Maximizing Returns: Evaluating Third-Party Operators and Owner-Brand Partnerships**

PANEL
DISCUSSION

In today's competitive market, selecting or replacing third-party operators is key to maximizing returns. This session will explore how investors assess operator performance, focusing on factors like credibility, ROI, operational efficiency, and reputation. It will also examine the rise of strategic partnerships in hospitality, highlighting the benefits of owner-brand collaborations and third-party operator relationships, and provide insights on expanding market share, improving distribution, and managing potential risks.

Moderator:

Claire Lim, Director, Advisory & Transaction Services, Hotels & Hospitality, Asia Pacific, **CBRE**

Panelists:

David Ling, Global Head of Hospitality Investment & Asset Management, **City Developments Limited**

Joseph Wong, Managing Director, **Ascott China**

Steven Lim, Vice President, Development, **Pan Pacific Hotels Group**

Saharat Jivavisitnont, Executive Director, **Jee Teng Hospitality**

Tony Ryan, Executive Chair, **Trilogy Hotel**

15.50 - 16.40 **Redefining Luxury: The Intersection of Lifestyle and Location**

PANEL
DISCUSSION

As the concept of luxury evolves beyond traditional opulence, this session delves into how local culture and architecture are influencing the hospitality industry. Discover how hotels are curating unique, location-specific experiences while expanding to cater to a wider luxury market. Additionally, we will discuss key strategies for developing a luxury portfolio that not only enhances guest experiences but also maximizes profitability and ensures sustainable returns.

Moderator:

Yona He, General Manager - North Asia, Head of Casinos, Asset Management & Owner Relations, JAPAC, **Oracle**

Panelists:

Jeremy Cooper, Chief Investment Officer, **Sydell Group**

Guido Fredrich, Chief Development Officer, **Corinthia Hotels**

Hiro Abe, Managing Director, **H.A. Advisors Ltd**

Markus Aklin, Vice President of Development, **Langham Hospitality Group**

Noel Merainer, Vice President Development – Asia Pacific, **Rosewood Hotel Group**

Shafi Syed, Global Head, Hotel Development/Acquisitions, **Equinox Hotels**

- 16.40 - 17.10 **Balancing Competition, Costs, and Funding in Real Estate Development**
- Real estate development involves striking a careful balance between securing funding, controlling costs, and maintaining a competitive edge. This session will explore how developers can effectively manage challenges like land availability, labor costs, and market competition when choosing real estate and asset classes. Panelists will offer practical strategies to ensure both financial viability and operational success in development projects.
- PANEL DISCUSSION
- Moderator**
Rajit Sukumaran, SVP & Managing Director, East Asia & Pacific, IHG Hotels & Resorts
- Panelists:**
Baron Ah Moo, SVP Asset Management, Indochina Kajima Development
Chas Rubin, Managing Director, Central Group Capital
David Chen, Chairman & CEO, FOG (Fields of Gold) Capital & Asset Management Corp
- 17.10 - 17.30 **Partnering For Global Growth: Expanding Horizons with Club Med**
- In this exclusive one-on-one conversation, Gregory Lanter, Deputy Group CEO of Club Med, shares his insights into how strategic partnerships have been pivotal in the brand's journey to expand its global footprint. With over 70 years of experience in creating unique, all-inclusive holiday experiences, Club Med continues to redefine the hospitality industry by forming innovative partnerships that drive growth, sustainability, and service excellence. Join Gregory as he discusses the evolving role of collaboration in shaping the future of leisure travel and the exciting opportunities on the horizon for Club Med's continued success.
- Moderator:**
Dan Voellm, CEO & Founder, AP Hospitality Advisors
- Speaker:**
Gregory Lanter, Deputy CEO, Club Med
- 17.30 - 18.30 **BREAKOUT SESSION – DESTINATION & MARKETS: INDIA**
- 17.30 - 17.35 Opening Remarks
- 17.35 - 17.55 **India's Market Complexity: Navigating Regional Resourcing Challenges for Global Success**
- India presents immense growth potential, yet its market is characterized by unique regional resourcing challenges. This session will delve into the complexities of India's diverse markets, exploring how leveraging local insights and addressing resourcing hurdles can drive successful strategies, foster sustainable investments, and ensure long-term growth across the country.
- FIRESIDE CHAT
- Speakers:**
Jyoti Mayal, Chairman, Tourism and Hospitality Skill Council
Rajan Bahadur, CEO, Tourism and Hospitality Skill Council
- 17.55 - 18.30 **The Future of Hospitality in India: Smaller, Smarter, and More Exclusive**
- The shift towards smaller, exclusive hotels is consolidating fragmented markets, particularly in emerging economies. This session will discuss how brands are capitalizing on the growing demand for intimate, exclusive stays and how this trend is reshaping hotel offerings worldwide.
- PANEL DISCUSSION

Moderator:

Rohan Gopaldas, Asset Manager & Partner, **Prospect Hotel Advisors**

Panelists:

Clarence Tan, Senior Vice President, Development, APAC, **Hilton**

Mathieu Rouri, Vice President of International Operations, **Louvre Hotels**

Sameer Nayar, EVP Strategic Development, **The Oberoi Group**

Manoj Agarwal, COO- Hospitality, **Brigade Hotel Ventures Limited**

18.30 Closing Remarks

17.30 - 18.30 BREAKOUT SESSION – DESTINATION & MARKETS: THAILAND

17.30- 17.35 Opening Remarks
Jesper Palmqvist, Regional Vice President Asia Pacific, **STR CoStar**

17.35 - 18.30 **Thailand as a Hotspot for Mixed-Use Developments:
The Intersection of Residential and Hospitality**

PRESENTATION
+ PANEL
DISCUSSION

Thailand is rapidly emerging as a hotspot for mixed-use developments, blending residential, hospitality, and commercial spaces as regional and global enterprises seek alternatives to high-cost destinations. Jesper Palmqvist will share insights into the growth of mixed-use projects in Thailand, highlighting key drivers, benefits for developers and investors, and their transformative impact on the urban landscape. Following the presentation, a dynamic panel will explore how these developments are reshaping the hospitality sector, creating new investment opportunities, and attracting both domestic and international capital. The discussion will focus on success factors, challenges, and strategies for thriving in this evolving market.

Moderator:

Jesper Palmqvist, Regional Vice President Asia Pacific, **STR CoStar**

Panelists:

Yasin Munshi, Vice President Development Asia, **Minor Hotels**

James Mabbutt, Vice President, Development, Asia Pacific, **Mandarin Oriental Hotel Group**

Lee Lin, Regional Director, Asia Pacific, **NOBU Hotels**

Jeremy O' Sullivan, Head of Development, **Melia Hotels International**

Stephane Michel, President, **Valanti**

Saowarin Chanprakaisi, Vice President of Business Development, **The Ascott Limited**

18.30 Closing Remarks
Jesper Palmqvist, Regional Vice President Asia Pacific, **STR CoStar**

18.30 Networking Reception

20.00 - 22.30 **Dans le Noir? Networking Dinner in the Dark Experience – Invitation Only**
Join us for an immersive networking experience at *Dans le Noir*, where hospitality industry leaders—who impact tens of thousands of employees—can connect on a deeper level with their teams. By stepping into this novel, sensory journey, leaders will gain fresh perspectives, build stronger relationships, and engage with the challenges their staff face in a whole new way. This unique experience fosters meaningful connections and enhances leadership in the human-centric hospitality industry.

20.00 - 21.30 **Harbour Cruise Tour – Invitation Only**
Guests will have the opportunity to stroll along the iconic Avenue of Stars, enjoying a breathtaking night view of Hong Kong Island as they make their way to Tsim Sha Tsui Pier 1. The evening includes a guided walk past K11 Musea, the Hong Kong Museum of Art, and other scenic landmarks, followed by a relaxing night cruise aboard the Aqua Luna. Welcome drinks will be provided on board, with availability limited to 80 guests. After the cruise, guests will walk back to the Regent Hong Kong

Friday, 19th September 2025

08.00 Registration & Welcome Coffee

09.00 - 09.10 Welcome Remarks

Conference Host

Monica Pitrelli, Editor, **CNBC Travel**

Growth: Driving Performance

09.10 - 09.50 **Driving Alpha: Balancing Cost Pressures with Changing Consumer Demands**
Discuss how hotel operators can navigate the evolving landscape of hospitality by balancing cost pressures with shifting consumer expectations. The conversation will delve into key topics such as addressing labor challenges, integrating cutting-edge technologies, and adapting to the latest guest preferences—all while ensuring profitability. Attendees will gain firsthand insights into the strategies that successful operators are using to optimize their operations, streamline efficiencies, and maintain a competitive edge in today's fast-paced and ever-changing market.

CEO's
PANEL

Moderator:

Tony Ryan, Executive Chair, **Trilogy Hotel**

Panelists:

Shunsuke Yamamoto, Managing Director, **Fortress Investment Group**

Daniel Aylmer, CEO, Greater China, **IHG**

Lily Zhu, Chairman & President, **SSAW Hotels & Resorts Group**

Hok Yean Chee, President – Asia Pacific, **HVS**

09.50 - 10.20 **Lifecycle Management: Planning for Optimal Asset Performance**

PANEL
DISCUSSION

Effective lifecycle management is key to ensuring optimal asset performance over time. This session will focus on strategies for optimizing the design and development factors that enhance the longevity and operational efficiency of assets. It will explore best practices for extending asset lifecycles, minimizing downtime, and streamlining operations to maximize value. Insights will be provided on how to integrate performance-driven planning throughout the asset's lifecycle, ensuring sustainable and efficient management from inception to decommissioning.

Moderator:

Alex Sogno, CEO, **Global Asset Solutions**

Panelist:

Rohan Gopaldas, Asset Manager & Partner, **Prospect Hotel Advisors**

Eric Siegel, Head of APAC Hospitality, **EQT Exeter**

Gisle Sarheim, Vice President Feasibility and Investment Analysis, Real Estate & Asset Management, APAC, **Hilton**

10.20 - 10.50 **The Bulls & Bears of Capital Markets: A HAMA Global President Forum**

PANEL
DISCUSSION

This unique strategic session explores the shifting dynamics of global capital markets, with a focus on cross-border investment flows, transaction trends, and M&A activity shaping the past, present, and future of hospitality. The HAMA Global Presidents, collectively representing over 3 million hotel rooms worldwide, will share exclusive, real-time insights into where capital is moving, which sectors are gaining traction and how institutional strategies are evolving across key global regions.

Join us for a timely and forward-looking discussion on the pulse of hospitality investment, development, and asset management—and discover where the next wave of global growth is set to unfold in today's fast-changing market landscape.

Moderator:

Rene Beil, President, **HAMA EMEA** / Managing Director, **Beaufort** / Chairman, **Maarah Holdings**

Panelist:

Tao Zhou, President, **HAMA China** / Managing Director, Head of Greater China, Hotels & Hospitality, **JLL China**

Sashi Rajan, President, **HAMA APAC** / Executive Vice President, Advisory & Asset Management **JLL**

Jeremy Gillet, Board Member, **HAMA JAPAN** / Chief Development Officer, **Seibu Prince Hotels Worldwide Inc**

Theodor Kubak, President Emeritus, **HAMA EU** / Managing Partner, **Arbireo Hospitality Invest**

10.50 - 11.20 Networking Morning Coffee Break

11.20 - 11.50 **Beyond the Blueprint:
Leveraging Adaptive Reuse for Increased Occupancy and Fee Business**

PANEL
DISCUSSION

Explore the growing trend of adaptive reuse as a solution to oversupply in the real estate market. This session will discuss how adaptive reuse and conversion strategies not only reduce costs but also lead to higher occupancy rates and increased fee business. Understand the financial and operational benefits of reimagining properties to meet current market demands.

Moderator:

Dan Voellm, CEO & Founder, **AP Hospitality Advisors**

Panelist:

Howard Ho, Co-Founder & CEO, **Section L**

David Chen, Chairman & CEO, **FOG (Fields of Gold) Capital & Asset Management Corp**

11.50 - 12.10

CASE
STUDY

Wellness 3.0: The Fusion of Lifestyle, Real Estate and Hospitality

Explore how the next generation of hospitality products is emerging at the intersection of wellness, real estate, and lifestyle trends. This session will uncover strategies to integrate holistic well-being into the design, development, and operations of properties—shifting from pampering to prevention, and from facilities to fully immersive, result-driven guest experiences.

Ingo Schweder, CEO, **GOCO Hospitality**

12.10 - 12.40

PANEL
DISCUSSION

Sustainability at the Crossroads: The Growing Pressure on Hotels in Asia Pacific

With the Asia Pacific region leading global ESG efforts, hotels are under significant pressure to adopt sustainable practices. This session addresses the unique challenges and opportunities for hotels in this region, exploring how they can align with stringent ESG expectations while driving business growth.

Moderator:

Eric Ricaurte, CEO, **Greenview**

Panelists:

Sylvia Nguyen, Vice Chairwoman, **Alphanam Group**

Jael Fischer, Head of Development, Asia Pacific, **Six Senses**

Dr. Mark Watson, SAVP, Group Director Sustainability & Impact, **Banyan Group**

12.40 - 13.40

BREAKOUT SESSION – DESIGN & DEVELOPMENT

Opening Remarks

12.40- 12.45

Gaurang Khemka, Founder & Director, **URBNarc**

12.45 - 13.05

Art of Timeless Design: Creating Enduring Hotel Spaces

In this session, we will explore the art of creating timeless design in hotels—focusing on the key elements that ensure both style and functionality stand the test of time. Learn from industry experts as they discuss how to blend classic aesthetics with modern needs, maintain design integrity through evolving trends, and craft spaces that continue to captivate guests year after year. Discover the principles and strategies that make hotel designs feel as relevant and enchanting today as they did when first conceived.

Gaurang Khemka, Founder & Director, **URBNarc**

13.05 - 13.40

PANEL
DISCUSSION

**Designing for Experience:
Meeting the Demands of Luxury and Lifestyle Travelers**

Explore how the latest trends in hotel design are transforming the hospitality landscape to meet the evolving needs of luxury and lifestyle travelers. From creating immersive experiential spaces to integrating wellness-focused amenities, discover how hotels are designed with purpose to enhance guest experiences. Learn from a

cross-stakeholder perspective the innovative approaches that cater to the desires of the modern traveler and how these trends are shaping the future of hospitality.

Moderator:

Gaurang Khemka, Founder & Director, **URBNarc**

Panelists:

Anmol Bhojwani, Head of Development, Asia Pacific & Middle East, **Generator**

Frank Sorgiovanni, Vice President, Development, Asia Pacific, **Starwood Hotels**

Lee Lin, Regional Director, Asia Pacific, **NOBU Hotel**

Brad Wilson, Chairman, **Ace Group International/ Atelier Ace**

- 13.40 Closing Remarks
Gaurang Khemka, Founder & Director, **URBNarc**
- 13.40 - 14.40 Networking Lunch
- 13.40 - 14.40 Bay Street Hospitality Investor Luncheon at Palm – By Invitation