CAPABILITY STATEMENT

GOPHERWOOD
HOSPITALITY ADVISORY

Built for decisions that carry weight.

Commercial clarity for owners, investors and developers.

From asset performance to development and the right operating model.



ILLUSTRATIVE HOSPITALITY IMAGE

Hospitality Consulting in Australia, New Zealand, Pacific and Beyond

OWNER-SIDE JUDGEMENT | FOUNDER-LED | PRACTICAL FOLLOW-THROUGH

Last updated 20 November 2026

THE PRACTICE

One decision. One project. Or ongoing support.

Gopherwood Hospitality provides independent advice for owners, investors and developers of hotels, resorts and serviced apartments. Led by Thomas John (TJ), we connect owner representation, asset management, development and operating-model decisions with the realities of hospitality operations.

25+ years

Hospitality experience

Direct access to TJ

One senior point of accountability

Sydney-based

Australia, New Zealand, Pacific and beyond

SIX SERVICES. ONE CONNECTED OWNER VIEW.

01	Hotel Asset Management	A clear owner view of performance, operator accountability and capital priorities.
02	Hotel Owner Representation	Your priorities represented in operator discussions, capital decisions and project delivery.
03	Development & feasibility	Connect the concept, the contract and the hotel.
04	Third-party operator management	Shape an operating solution around the asset.
05	Brand, operator & deal advisory	Better-fit partners. Better-understood terms.
06	Performance & recovery	A diagnosis that becomes an operating plan.

ACROSS THE ASSET LIFECYCLE

01	02	03	04	05	06
Strategy	Structure	Develop	Open	Perform	Grow

Test the opportunity. Choose the structure. Build operating reality into the project. Open with a plan. Improve performance. Frame the next opportunity.

Independent, founder-led advice, with clearly scoped support for operators and brands.

FOUNDER & SELECTED CAREER EXPERIENCE

Experience behind the advice.



THOMAS JOHN (TJ)

Founder & Principal

From the hotel floor to the ownership table.

25+ years across hotel operations, general management, multi-property leadership, asset performance, development and growth. A career spanning Southern Africa and Australia.

Development and Strategy

Panache Hotel Group | VP Strategy & Development

Led origination and assessment across Australia, New Zealand and the Pacific, linking feasibility, investment papers, heads of agreement and lifecycle capital plans.

Multiple properties. One accountable view.

National portfolio | Portfolio General Manager

Oversaw seven properties: Perth (3), Melbourne (3) and Sydney (1), including Mantra, Peppers and The Sebel; aligned performance, owners, strata and teams.

Operations and re-opening

Holiday Inn Darling Harbour | General Manager | 2020-2023

Led what was then Australia's largest Holiday Inn through closure and re-opening, with full P&L accountability, team rebuilding and revenue and cost governance.

Owner representation and governance

Golden Fortress Investments | Asset Manager | 2019-2023

Managed hotel-related assets and a separate parking-asset P&L; maintained owner relations, represented ownership on the commercial strata committee and chaired the strata plan.

Prior executive appointments, not Gopherwood client mandates. Further detail and references are available on request.

01 / ADVISORY

Hotel Asset Management.

Gopherwood Hospitality helps owners understand how their hotel, resort or serviced-apartment asset is performing and what needs attention next. Led by Thomas John (TJ), we connect operating results, operator reporting and capital priorities with ownership objectives for a single property or a portfolio.

WHO WE WORK WITH

Owners, investors and family offices seeking experienced hospitality oversight across Australia, New Zealand, the Pacific and beyond. This includes strata accommodation assets where trading performance and shared-building responsibilities intersect.

01 Asset strategy and governance

Translate ownership objectives into an asset plan, decision rights and a practical review schedule.

02 Budgets and owner reporting

Review budgets, forecasts, profit and loss, cash flow and owner costs. Challenge the assumptions behind results and proposed actions.

03 Operator oversight

Review agreed performance measures, reporting and priorities with the operator within the commercial framework of the operating agreement.

04 Revenue and cost performance

Examine pricing, distribution, sales, labour, procurement and recurring costs with the operating team; prioritise practical actions.

05 Capital and lifecycle planning

Assess refurbishment, maintenance and furniture, fixtures and equipment priorities against operational needs, funding requirements and the longer-term asset plan.

ENGAGEMENT OPTIONS

Engage us for an asset performance review, ongoing asset management support, or a targeted budget, capital or portfolio assignment. Scope, review frequency, responsibilities and fees are agreed before work starts.

WHAT YOU TAKE AWAY

An owner asset plan; performance and variance reporting; a budget and forecast review; and sequenced capital priorities. Outputs are tailored to the asset, available information and agreed mandate.

For one asset or a portfolio, with practical follow-through between reporting cycles.

02 / ADVISORY

Hotel Owner Representation.

Gopherwood Hospitality represents the owner's priorities in operator discussions, capital decisions, development and transitions. Led by Thomas John (TJ), we connect ownership objectives with practical hospitality experience. Sydney-based, our geographic focus includes Australia, New Zealand, the Pacific and beyond.

WHO WE WORK WITH

Owners, investors, family offices and developers of hotels, resorts, serviced apartments and mixed-use accommodation. Support can include properties where operators, brands, strata stakeholders and project teams need to work towards an agreed ownership brief.

01 ## Ownership brief

Clarify objectives, decision criteria, responsibilities and the issues to resolve.

02 ## Commercial and operator decisions

Compare proposals and the practical implications of lease, hotel management, franchise and revenue-share structures alongside appointed advisers.

03 ## Stakeholder coordination

Align owner, operator, brand, strata and project-team discussions around agreed priorities.

04 ## Capital and transition support

Challenge proposals, explain trade-offs and track decisions through refurbishment, development or operator changes.

05 ## Governance and follow-through

Attend agreed meetings, track actions and establish reporting and escalation arrangements. The client retains decision control.

ENGAGEMENT OPTIONS

Engage us for a specific decision or project, a targeted proposal review, or ongoing owner representation. Scope, reporting frequency, responsibilities, authority and fees are agreed before work starts.

WHAT YOU TAKE AWAY

An owner decision pack; comparisons of proposals or operating structures; a decision and action register; and agreed governance and progress reporting. Outputs are tailored to the mandate.

The client retains decision control. Representation and authority are defined for each mandate.

03 / ADVISORY

Development & feasibility.

Connect the concept, the contract and the hotel.

Test the commercial case and build operating reality into a new development, conversion or repositioning before change becomes expensive.

01 **Strategy & feasibility review**

Test demand, comparable product, positioning, room rates, occupancy, margins and the operating-model assumptions.

02 **Product & operational brief**

Review room count and mix, floorplates, back-of-house, food and beverage, event space and other revenue areas.

03 **Capital discipline**

Set capital priorities. Review FF&E, operating equipment, procurement pathways and whole-of-life costs with the relevant specialists.

04 **Owner-side project governance**

Track critical decisions, risks, dependencies, handover requirements and defects within the agreed scope.

05 **Pre-opening & stabilisation**

Co-ordinate opening budgets, people, systems, permits, distribution, sales, training and launch readiness with the operating team.

WHAT YOU TAKE AWAY

Feasibility review
Assumptions, sensitivities and commercial questions.

Operating-model comparison
Structure, partner fit and owner implications.

Development decision pack
Product brief, capital priorities and risk register.

Opening critical path
Dependencies, responsibilities and readiness milestones.

Operational reality needs to be built into the project before it becomes expensive to change.

04 / ADVISORY

Third-party operator management.

Shape an operating solution around the asset.

Define the operating mandate, assess suitable partners and establish the commercial structure and performance measures.

01 **Operating mandate**

Define the product, service expectations, team requirements, distribution needs and decision rights.

02 **Partner selection & mobilisation**

Assess delivery capability, commercial alignment and operating fit. Co-ordinate the agreed transition and opening pathway.

03 **Management structure**

Compare an HMA, lease or revenue-share arrangement; consider franchise affiliation separately where it adds value.

04 **Performance accountability**

Set budgets, reporting, agreed service standards, operating measures and escalation processes.

05 **Ongoing delivery support**

Scope operator oversight, interim implementation or a management solution around the asset. Any direct operating responsibility is separately agreed.

WHAT YOU TAKE AWAY

Operating brief
Service scope, commercial objectives and asset needs.

Partner assessment
Capability, resourcing and commercial fit.

Management framework
Reporting, approvals and measurable responsibilities.

Mobilisation plan
People, systems, inventory and transition milestones.

Any direct operating responsibility is separately agreed. A third-party operator can work within more than one commercial structure.

05 / ADVISORY

Brand, operator & deal advisory.

Better-fit partners. Better-understood terms.

Compare the operating model, incentives, fees and flexibility behind the brand name. Take a clear ownership brief to the market.

01 ## Position & brief

Clarify the product, market, owner priorities and non-negotiables. Create a consistent basis for proposals.

02 ## Shortlist & market approach

Prepare expressions of interest, identify suitable parties and support qualified conversations.

03 ## Proposal comparison

Assess economics, fee structures, control, capital obligations, risk and operational fit on a like-for-like basis.

04 ## Commercial negotiation support

Support owner priorities and commercial terms alongside appointed legal and other specialist advisers.

05 ## Documentation & mobilisation

Brief counsel on commercial intent and connect the agreed structure to technical services, transition and opening requirements.

WHAT YOU TAKE AWAY

Partner shortlist
A reasoned view of suitable brands and operators.

Market brief
Clear requirements and a consistent proposal format.

Terms comparison
Economics, obligations and decision points.

Commercial priorities
Negotiation brief and mobilisation requirements.

Long-standing relationships across international hotel brands and independent operators support informed, asset-led shortlists.

06 / ADVISORY

Performance & recovery.

A diagnosis that becomes an operating plan.

Find what is limiting revenue, margin and service. Focus the owner and operating team on actions they can deliver over the next 30, 60 and 90 days.

01 **Commercial diagnosis**

Review the P&L, cash flow, profit conversion, room rates, occupancy, market share and segment mix.

02 **Revenue & distribution**

Challenge pricing, channels, sales activity, marketing and the connection between demand and the product.

03 **Cost & service discipline**

Review labour, productivity, procurement, guest feedback, recurring contracts and asset condition.

04 **30 / 60 / 90-day priorities**

Agree a practical action plan with named owner and operator responsibilities, milestones and measures.

05 **Embed & review**

Establish progress dashboards, a review schedule and escalation. Provide interim delivery support where specifically agreed.

WHAT YOU TAKE AWAY

Performance diagnosis
The commercial issues beneath the headline result.

90-day action plan
Priorities, owners, milestones and measures.

Contract review
Service standards, exclusions and whole-of-life costs.

Progress dashboard
A clear view of delivery, results and unresolved issues.

A practical performance plan that the owner and operating team can put to work.

OPERATING MODEL

The structure should serve the asset.

Start with the owner's income objectives, risk appetite and decision rights. A headline rent, fee or percentage is only part of the decision.

Lease

INCOME BASIS

Contracted rent: fixed, variable or a combination.

COMMERCIAL EXPOSURE

Operator generally carries trading risk. The owner retains tenant covenant, vacancy and agreed property obligations.

HMA

Hotel management agreement

INCOME BASIS

Operating earnings after costs and management fees.

COMMERCIAL EXPOSURE

Trading exposure is typically retained by the owner. An appointed hotel manager delivers operations.

Revenue share

INCOME BASIS

A share of a defined revenue stream.

COMMERCIAL EXPOSURE

Exposure depends on who pays operating expenses, capital costs and deficits under the agreement.

Franchise + operator

INCOME BASIS

Operating earnings after brand and operator costs.

COMMERCIAL EXPOSURE

Trading exposure is typically retained by the owner. A separate operator works within brand requirements.

Owner tests: rent sustainability and security / fee alignment / revenue and expense definitions / total brand and operator costs.

The operator describes who delivers operations; the agreement allocates obligations and risk. Compare the complete economics with appointed specialists.

OPERATING MODEL / HMA, FRANCHISE & LEASE

On an HMA? Explore another pathway.

An HMA without a straightforward early exit does not necessarily close the door to a different structure. Depending on the agreement and the brand's willingness, a negotiated transition to a franchise may be worth exploring.

A more hands-off role. A share in the upside.

For suitable assets, Gopherwood can arrange an operating structure under which an operating partner holds the lease, combining agreed rent with a performance-linked component. The aim is to reduce the landlord's involvement in day-to-day hotel operations while retaining an opportunity to participate in trading upside.

Our operating partners bring the operational capability, commercial experience and financial backing to support the agreed lease and hotel operations. Proven case studies of the operating partners' work are available on request. We help bring the brand, operating partner and commercial terms together around the property, across Australia, New Zealand, the Pacific and beyond.

AGREEMENTS, APPROVALS & DUE DILIGENCE

HMA changes require review of the existing agreements and any required brand, lender and other approvals. Conversion, lease availability and any upside component are subject to due diligence and agreed terms; a lease retains tenant and property risks.

Explore your hotel's options

OPERATING MODEL / LANCHISE

Lanchise.
Lease + Franchise.

A structure developed by TJ: a lease-based operating arrangement brought together with a hotel franchise.

RENTAL INCOME. AN OPERATING PARTNER. BRAND AFFILIATION.

The owner	Rental income under the lease, with covenant and agreed property obligations to assess.
LEASE	
The operator	Leases the asset and runs the hotel business under the agreed brand affiliation.
FRANCHISE	
The brand	Distribution, systems and standards through the hotel franchise agreement.

THE AGREEMENTS NEED TO WORK TOGETHER

Fees & capital	Align costs, capital responsibilities and the economics of both agreements.
Brand & delivery	Connect brand approvals, operating requirements, systems and standards.
Performance & exit	Set compatible performance obligations and an agreed exit pathway.

Lanchise describes the commercial concept. Negotiated agreements determine obligations and risk; suitability is assessed for the asset.

ESTABLISHED SPECIALIST PARTNERS

The right expertise. At the right time.

Gopherwood connects hospitality asset owners with specialist partners in revenue management, distribution, IT and building management. We shape an agreed brief around the property and coordinate the right expertise for the work required.

Revenue management

Pricing, forecasting and inventory strategy shaped around the hotel's market and operating objectives.

Distribution

Channel strategy, booking systems and distribution support to connect the property with appropriate demand.

IT services

Hospitality systems, infrastructure and technology support from specialist providers.

Building management services

Practical support for shared buildings, maintenance coordination and day-to-day building operations.

Marketing

Positioning, campaigns and demand generation.

Housekeeping and cleaning

Service delivery shaped around the property's needs.

F&B top-up staffing

Additional food and beverage staff when the operation needs them.

APPOINTMENTS STAY WITH THE CLIENT

Services are delivered with specialist partners under agreed scopes, fees and responsibilities. Provider selection, due diligence and appointments are agreed with the client; Gopherwood's coordination role is defined in the mandate.

Specialists work under their own terms and remain responsible for their services.

FF&E SOURCING AND SUPPLY / AVAILABLE INTERNATIONALLY

Your specification. A competitive delivered quote.

Send us your furniture, fixtures and equipment specifications, quantities and delivery destination. Gopherwood coordinates sourcing through specialist supply partners and prepares a competitive quotation with the agreed transport scope included.

We can support new hotels, refurbishments and replacement requirements across the globe. Product specifications, samples where required, lead times, delivery arrangements and destination requirements are agreed before an order is placed.

A three-year replacement offer, agreed upfront.

We can arrange a three-year replacement guarantee for manufacturing defects on eligible items supplied through our FF&E operating partner. Covered replacements and agreed replacement transport are at that partner's cost. Covered products, the commencement date, claims process and other terms are documented in your quotation and supply agreement before you order. This is additional to any rights under applicable law.

TO PREPARE YOUR QUOTATION

Product specifications. Quantities. Delivery destination.

Test us with your next FF&E brief.

CURRENT MANDATES & OPPORTUNITIES

Current briefs.
Practical next steps.

ACTIVE ACQUISITION MANDATE | NEW SOUTH WALES, AUSTRALIA

Hotel Asset Acquisition | Up to A$18 Million

Gopherwood Hospitality currently has a mandate to identify a hotel asset for acquisition with a budget of up to A$18 million, anywhere between Wollongong and Newcastle in New South Wales, Australia.

We welcome suitable opportunities from owners, agents and industry contacts. Share the asset, location and key details with TJ for an initial confidential discussion.

CURRENT APPOINTMENT | COFFS HARBOUR, MID NORTH COAST NSW

Operator Selection for a Branded Strata Resort

Gopherwood Hospitality is currently appointed by the Community Association formed by individual strata owners at a currently branded resort in Coffs Harbour, on the Mid North Coast of New South Wales.

We are leading the operator selection process for this strata-titled asset, bringing the ownership brief, operator proposals and commercial structures onto a consistent basis for assessment. The focus is operator fit, owner priorities and practical governance for a shared-ownership property.

HAVANNAH HARBOUR, EFATE, VANUATU

Havannah Haven | Resort Development Site

Four commercial leasehold lots offered together, comprising 19,431 m² across Lots 68-71. The site offers scope for a resort, subject to purchaser feasibility and approvals. Enquiries through Gopherwood Hospitality.

Request the Information Memorandum from TJ.

PROJECTS & OPPORTUNITIES

Bring the opportunity. We'll frame the pathway.

Representative mandate types: examples of situations we can support, rather than a portfolio of completed client projects.

OPERATING ASSET

Performance is drifting.

Review revenue, margin, service and cash; establish a practical 90-day plan and operator accountability.

NEW DEVELOPMENT OR CONVERSION

The concept needs a commercial test.

Connect demand, product, capital and operating requirements before progressing the project.

BRAND AND OPERATOR SELECTION

Proposals need a common basis.

Define the owner brief, compare proposals and establish negotiation priorities.

PORTFOLIO OR OWNERSHIP TRANSITION

Oversight needs to be joined up.

Align reporting, capital priorities and operator governance across the ownership brief.

ORIGINATION & STRATEGIC CONNECTIONS

Qualified hotel opportunities, owner and operator introductions, and commercial support around a defined mandate. Fees, referral arrangements, success-based remuneration and material conflicts are disclosed and agreed.

THE STORY & THE APPROACH

Built on stewardship. Delivered with discipline.

Good advice connects capital, contracts, operations and delivery.

WHY GOPHERWOOD?

Gopherwood's name reflects the idea of a carefully built vessel: designed with purpose, ready for changing conditions and built to protect what matters. For us, it represents foresight, resilience and responsible stewardship.

A hotel carries more than capital. It carries livelihoods, relationships and reputation. That thinking shapes considered advice and careful follow-through when conditions change.

Flexibility keeps good work afloat.

HOW WE WORK

01	Understand	Listen to the client, the asset and the decision.
02	Assess	Test the issues, options and commercial trade-offs.
03	Agree	Set scope, responsibilities, priorities and reporting.
04	Deliver & review	Act on recommendations, track progress and adjust.

WORKING TOGETHER

Clear scope. Transparent terms.

Start with the decision in front of you. Scale the engagement only as the asset and the mandate require.

Retained strategic advice

Ongoing senior access and a regular schedule of owner or pipeline reviews.

Project-based mandate

A defined deliverable, milestones and timeframe for the decision or workstream.

Owner representation / asset management

Recurring operator oversight, reporting, performance reviews and agreed implementation support.

Origination & partnerships

Qualified introductions and commercial support, with fees and success-based remuneration agreed for the mandate.

WORKING PRINCIPLES

Senior access. Independent judgement. Connected thinking.
Clear scope and fees. Referral arrangements and material conflicts disclosed.
Client decision control. No authority to bind. Specialist appointments approved in advance.

Relevant legal, design, planning, engineering, finance and other specialists are introduced as needed. Gopherwood provides hospitality and commercial advisory, not legal, tax, audit, valuation, quantity surveying, engineering, architecture, town planning or financial product advice.

LET'S TALK

Your next hospitality decision starts here.

Whether you are reviewing performance, planning a development or considering an operating model, a confidential first conversation can clarify the next step.

TALK WITH TJ

Thomas John (TJ)

Founder & Principal

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GENERAL ENQUIRIES

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ONLINE

https://gopherwood.com.au

Gopherwood Hospitality on LinkedIn

A USEFUL STARTING BRIEF

The asset and its stage.
The decision you need to make.
The commercial outcome you want.

GEOGRAPHIC FOCUS

Australia | New Zealand | Pacific
South Africa | South East Asia

SECTORS

Hotels | Resorts | Serviced apartments
Mixed-use accommodation

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