

## REFERENCES

- 1988 – 89 Project and realization of the 80 dwellings building, rue St. Fargeau in Paris for France Construction, Bouygues' branch in collaboration with Cabinet Alexandre et Sandoz. Our scope entailed preliminary study, construction building permit project, and tenders' call project.
- 1988 – 1992 The French – Japanese company Paris Look S.A. commissioned GRAY architects to design and manage the complete execution of their 4 first Duty-Free Shops in Paris (between 200 and 400m<sup>2</sup> each), on the most exclusive streets of the city like: Boulevard Saint Honoré, Avenue de l'Opéra, Rue du Pyramid and Rue du Mail. Total budget – USD 2.5 Million.
- 1990 – 91 Office Building at Levallois-Perret rue Raspail, 3,000 m<sup>2</sup> GLA for SCI Levallois-Hoche. Project and realization in collaboration with Cabinet Alexandre et Sandoz, our scope entailed preliminary study, construction building permit project, and tenders' call project.
- 1992 – 93 Project and realization of the mixed-use program (150 dwellings, offices, services, and commercial spaces), at Levallois-Perret, rue Camille Pelletan for SCI Levallois-Hoche. In collaboration with Cabinet Alexandre et Sandoz our scope entailed preliminary study, building permit project and construction supervision.
- 1993 – 94 The New York stock exchange company COACH IP Holdings LLC, commissioned Gray Architects to design and turnkey execute their flagship shop in Paris, at Avenue de l'Opéra. Total budget – USD 1 Million
- 1994 – 97 In collaboration with P. Diener & P. Guirard architects, the GRAY architects designed and supervised the realization of Cap Esterel - holiday and entertainment village with 1,300 leisure residences and three hotels, on the French Riviera near Saint Rafael, for Pierre et Vacances Group.
- 1994 – 95 PARIS LOOK Boulevard Haussmann – one of the biggest perfumes and cosmetics shop in Paris at that time. Area 1,000 m<sup>2</sup>, budget – USD 4 Million. Gray architects designed the special concept exclusively for the Japanese visitors in Paris and executed turnkey project in the role of the subsidiary investor.

- 1995 – 96 GRAY architects’ team has obtained the contract to design extension of the biggest power plant in Poland – Elektrownia Turów. The preliminary and feasibility study of the modernization of turbines’ hall included: the total replacement of the elevations (14700 m<sup>2</sup>), the interior design of turbines hall and two administrative blocs (18,000m<sup>2</sup>). It was the beginning of the Gray’s professional presence in Poland.
- 1996 – 98 Young Workers’ Hostel – 6,500 m<sup>2</sup>, 130 rooms, in Sarcelles for Office H.L.M. Ile de France. In collaboration with Cabinet Alexandre et Sandoz our scope entailed preliminary study and building permit project.
- 1999 – 2002 GRAY company was commissioned to prospect and to prepare the large-scale urban projects in Poland for VIVENDI – the biggest French Investment Holding and NEXITY – the number 1 French development company.
- 2003 – 2004 Gray International company was registered in Poland and it profoundly transformed its core activity. With the headquarters in Warsaw and regional offices in Gdansk and Lublin, the company started to invest in acquisition of the land parcels and building its own real estate investment portfolio. The company was soon recognized as one of the Polish market leaders for urban regeneration projects, inner city shopping centers and the large mixed-use development programs.
- 2005 – 2009 Gray International started the realization of its first mayor development project - Felicity Shopping Mall in Lublin. On the 20ha plot, 100,000 sqm GLA of the commercial space, 170 million Euro investment budget. In co-investment and co-development with the Meinl European Land, the Austrian private Investment Fund, Gray company conducted the whole investment process showing its ability in urban strategy & financial engineering. Designed as the largest regional shopping mall in the eastern part of Poland, Felicity center is fully operating since 2014.
- 2005 – 2008 Libretto Park in Warsaw, Poland. Gray International was commissioned by the French Investment Company – Sun Resort, to design an architectural and urban scheme for the 70 hectares land in Siekierkowski Crescent. The concept included: administration and hotel complex, offices with indoor shopping passage, shopping mall and service center, concert and entertainment halls, international school and science complex, multi-family residential complex

with total usable surface area of 440,000 sqm. The Master Plan is under procedures by the Warsaw authority.

- 2005 – 2010 Gray company had conducted the international team of architects from Paris, London, Berlin, Warsaw, and Gdansk working on the urban regeneration project on the Granary Island, in Gdansk. The first genuine water-front project in Poland on the 30 hectares site in the very heart of the city, totally destroyed during WWII. The new development opportunity idea and architectural vision presented by Gray International to the City obtained the whole approval of the Municipality of Gdansk, and the Master Plan was elaborated authorizing the construction of the mixed-use development program totaling 500,000 sqm.
- 2007 – 2008 Gray International acquired the strategic central plot on the Granary Island (for the USD 3.5 Million) and prepared the development project of the 50,000 sqm GLA Gallery on Island. A top-rank, inner-city commercial gallery for shopping, services, and entertainment, the project is still on hold, but it will be the jewel on the crown if realized at the final stage of the development program on the Granary Island.
- 2009 The project created by architects from Gray International and Stelmach Partners won the Second Prize in a highly prestigious international architectural competition for the European Solidarity Centre to be built in Gdańsk. 350 projects from all over the world were entered for the competition and 58 of them were selected for the final round. The most extraordinary element of this project is a wall of Litracon, which, during the day, resembles from the outside an ordinary wall of rough grey concrete. In the night, the wall becomes transparent and from the distance it looks as if it were made of a translucent material. Pierced by a million optical fibres, the wall constitutes a very poignant symbol of abolishing and dematerializing the concrete spirit of communism by 10 million members of the Solidarity movement.
- 2008 – 2010 Neptuncity, the project for a multifunctional fourth-generation shopping centre in Gdańsk, Poland. Facts and figures: investment area – 20 hectares, GBA – over 78,000 m<sup>2</sup>, GLA – over 55,000 m<sup>2</sup>, including a hypermarket of over 12,600 m<sup>2</sup>, and over 2,640 parking spaces. Projected investment budget Euro 140 million. Status - on hold.
- 2009 – 2011 Wrzeszcz Browar Shopping Mall, Gdansk, Poland. Gray International architects developed the concept of the integrated shopping mall with the national and regional rail station in Gdansk. The 60,000 sqm GLA Mall was opened in 2013.

- 2010 – 2016 Krynica Morska Resort, Poland. Emerging from centuries of rich Mierzeja Wiślana natural split, being considered by National Geographic between 10 the most beautiful natural splits in the world, Krynica Morska Resort is Master planned by Gray International to be the country's premier international tourist destination on the Baltic Coast. Through the enhancement of the site environmental assets, this unique resort will nestle into the dramatic costal setting to provide exquisite hotel accommodations and range of fine homes, along with resort activities that capture the spirit and experience of Baltic region.
- 2014 – 2017 Herceg Novi, Montenegro. Restoration of the old, ruined stone house and creation of the modern private residence with the magnifque view on the Kotor Bay.
- 2017 Gray International Montenegro company was officially registered and had opened its office in Podgorica. The company signed the collaboration contracts with all three biggest investors and developers in Montenegro: Porto Montenegro by ICD, Lustica Bay by Orascom and Portonovi by Azmont. In 2019 the company also signed the collaboration contract with French hospitality investor - Accor Group, and in 2021 we became strategic partner of the EBRD (European Bank for Reconstruction and Development)
- 2017 – 2018 Project of the Maritime Museum in Zelenika, Montenegro. Gray International architects designed the urban concept for the future maritime museum and revitalization of Zelenika, the industrial neighborhood of the historical city Herceg Novi and newly developed Portonovi, with the first Europe's One&Only hotel.
- 2018 – 2022 Live City Warsaw, Poland's largest mixed-use development project in Private–Public Partnership procedure with the Polish State Treasury and the Municipality of Warsaw City. GLA 250,000 sqm, Investment budget Euro 950 million.  
Status - under negotiations.
- 2019 – 2020 Polmos - Chopin distillery in Krzesk, Poland. Project and management of the construction site and the new production building. Interior design for the extension of the Chopin Vodka distillery and installation of the new production line.
- 2020 – 2022 Katna Residence in Warsaw. Multi-family residence with 35 apartments, usable floor area 3000 sqm. Currently under Building Permit procedures.

- 2021 – 2022 Private Residence and Chirurgical Clinic project for the US Investor, in Herceg Novi, Montenegro. Currently under construction.
- 2022 Marriot Hotel in Kotor, Montenegro. Mechanical engineering idea and final project. Under construction.
- 2023 Crowne Plaza in Kolasin, Montenegro. Mechanical engineering idea and final project. Under construction.