



BRINGING THE WORLD TO ORLANDO

BUSINESS, LEASING & DEVELOPMENT OPPORTUNITIES

Restaurants | Retail | Pavilions | Markets
Entertainment | Strategic Partnerships

NOW ACCEPTING EXPRESSIONS OF INTEREST

Orlando-Kissimmee, Florida

EVEREST PLACE

Conceptual presentation - subject to final design, approvals, availability and definitive agreements.



THE OPPORTUNITY

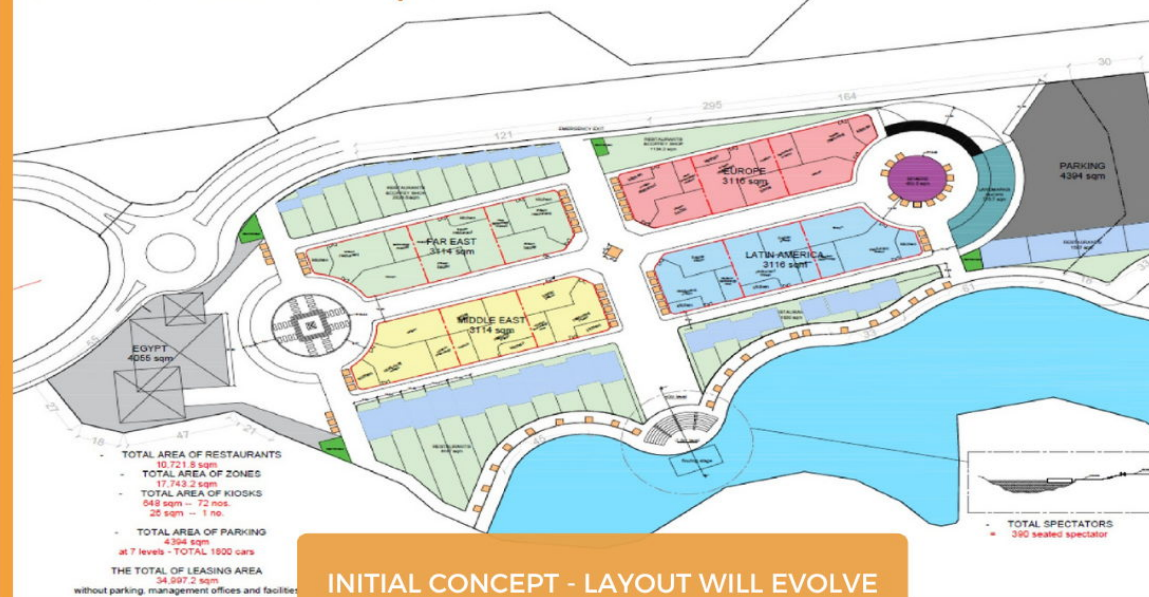
A DESTINATION PLATFORM - NOT JUST A COLLECTION OF STORES

Global District is designed to combine culture, cuisine, shopping, entertainment and commercial opportunity within Everest Place.

OPPORTUNITY THESIS

Global District creates multiple entry points for participation - from a single kiosk or restaurant to the development and operation of an entire pavilion or commercial component.

Global District Layout



INITIAL PHASE AND EXPANSION

The current concept covers only part of the broader opportunity. The district can expand across additional lots as tenant demand, pavilion partnerships and entertainment programming develop.

OPEN A BUSINESS

OPERATE A PAVILION

DEVELOP / PARTNER

CREATE AN EXPERIENCE

WHY ORLANDO

ORLANDO: A TOURISM ENGINE WITH GLOBAL REACH

The market combines record visitation, international demand, conventions, family travel and repeat leisure trips.



America's most-visited destination and the nation's leading meetings destination

76.7M

**Orlando
visitors in 2025**

Record annual visitation

\$98.6B

**Central Florida
tourism impact**

2025 economic impact

6.3M

**International
visitors**

2025 international volume

5.8M

**Group & meetings
visitors**

2025 group segment

COMMERCIAL RELEVANCE

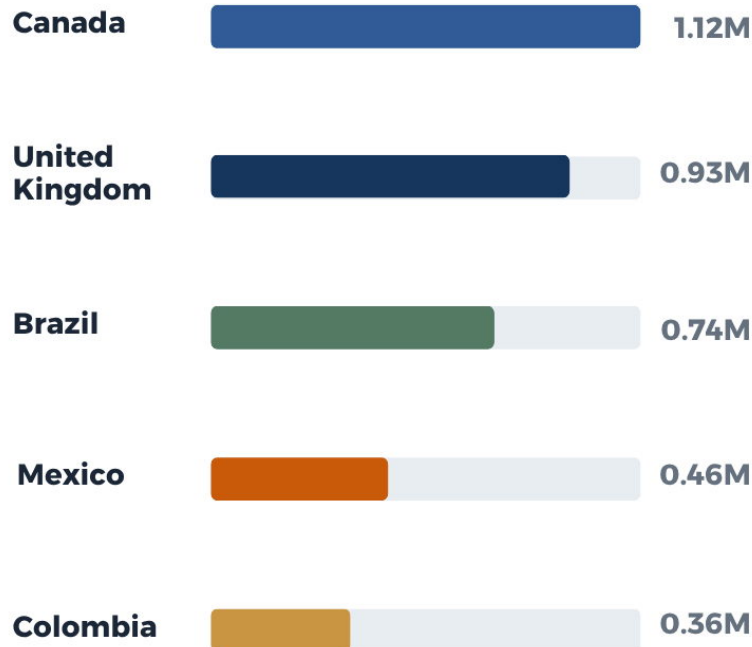
- A large year-round pool of leisure and business travelers.
- Global brands and culturally distinctive concepts can reach both tourists and residents.
- Events, dining and entertainment create reasons to extend stays and revisit.

INTERNATIONAL DEMAND

A GLOBAL VISITOR BASE CAN INFORM THE PAVILION STRATEGY

Orlando's leading international origin markets point toward high-priority cultural, dining and retail clusters.

TOP INTERNATIONAL ORIGIN MARKETS - 2025



Four international markets reached record highs in 2025, including Mexico, Colombia and Japan.

Source: Visit Orlando, 2025 international visitation. Pavilion clusters are illustrative planning recommendations, not final allocations.

ILLUSTRATIVE PRIORITY CLUSTERS

- LATIN AMERICA & CARIBBEAN**
Brazil, Mexico, Colombia, Caribbean markets
- EUROPE & UNITED KINGDOM**
UK-led European dining, retail and cultural concepts
- CANADA & NORTH AMERICA**
Regional brands, festivals and cross-border operators
- MIDDLE EAST & NORTH AFRICA**
GCC, Levant, North Africa and Mediterranean concepts
- SOUTH & EAST ASIA**
India, Pakistan, broader South Asia and East Asian concepts

Pavilion groupings remain flexible and should follow operator strength, commercial demand and cultural fit - not a predetermined pavilion count.

STRATEGIC LOCATION

CONNECTED TO ORLANDO'S TOURISM CORRIDOR

Direct highway access and proximity to major attractions position Global District for regional, tourist and local demand.



ACCESS ADVANTAGES

- Direct access to U.S. Highway 192.
- Proximity to State Road 429 and Interstate 4.
- Approximately 24 miles from Orlando International Airport.
- Minutes from Walt Disney World and other major attractions.

Source: Everest Place Summary 2026. Distances and access descriptions are based on project-provided materials.



A highly visible gateway location serving the Disney-area tourism market, surrounding resorts and a growing local population.

EVEREST PLACE

GLOBAL DISTRICT SITS INSIDE A LARGER DESTINATION ECOSYSTEM

Hotels, branded resorts, residences, retail, daily-needs traffic and the waterfront can create multiple demand layers.



Source: Everest Place Summary 2026. Project components and brand references are subject to their applicable agreements, approvals and development schedules.

ON-SITE DEMAND GENERATORS



NICKELODEON HOTEL & RESORT

Branded hospitality, residences, family demand and resort programming.



MYSK BY SHAZA

Hospitality, residences, dining, wellness and events.



WALMART ANCHOR

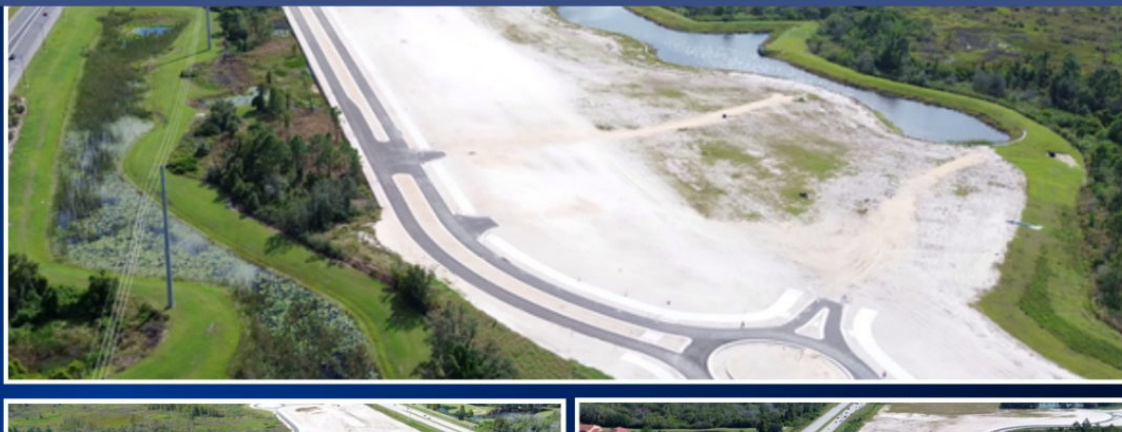
Daily-needs retail and recurring local traffic.

**ENTITLED: 2,800 UNITS +
300,000 SF COMMERCIAL**

DEVELOPMENT READINESS

FROM ENTITLEMENT TO ACTIVATION

Global District is supported by years of planning, approvals and major infrastructure investment at Everest Place.



PROJECT PROGRESSION

2019

Land acquisition at U.S. 192 and SR 429.

2020-21

Planning, zoning and entitlement approvals.

2022-23

Master site permits, subdivision approvals and infrastructure commencement.

2023-26

Core roads, utilities and essential site systems substantially completed; vertical activation advancing.

The readiness story matters to tenants: Global District is planned within an entitled, serviced master development - not as a stand-alone speculative concept.

REFERENCE MODEL

A PROVEN MODEL OF CULTURE, COMMERCE & ENTERTAINMENT

Global Village Dubai illustrates how diversified experiences can create high dwell time, repeat visitation and multiple revenue streams.

10.5M+
Annual visitors

Dubai reference performance

30
Years of success

Dubai reference performance

2,000+
Retail outlets

Dubai reference performance

250+
F&B offerings

Dubai reference performance

160+
Rides & attractions

Dubai reference performance

4-5 HRS
Average dwell time

Dubai reference performance

Orlando should adapt the operating philosophy - not simply copy the scale. The initial objective is a concentrated, high-quality mix with room to expand.



Source: Global Village Strategic Partnership Overview, June 2026. Statistics reflect Global Village Dubai and are not projections for Orlando.

FLEXIBLE PARTICIPATION

ONE DISTRICT - MULTIPLE COMMERCIAL FORMATS

Different formats allow partners to enter at the scale, capital level and operating model that best fits them.



PAVILIONS

Country, multi-country, regional or continental concepts under a master operator.



THEMATIC MARKETS

Curated clusters of small merchants, street food and cultural products.



KIOSKS & CARTS

Lower-commitment formats for entrepreneurs, specialty concepts and seasonal operators.



RESTAURANTS & CAFÉS

Flagship dining, regional concepts, cafés, desserts and quick service.



SPECIALTY RETAIL

Fashion, jewelry, beauty, fragrance, gifts, crafts and international products.



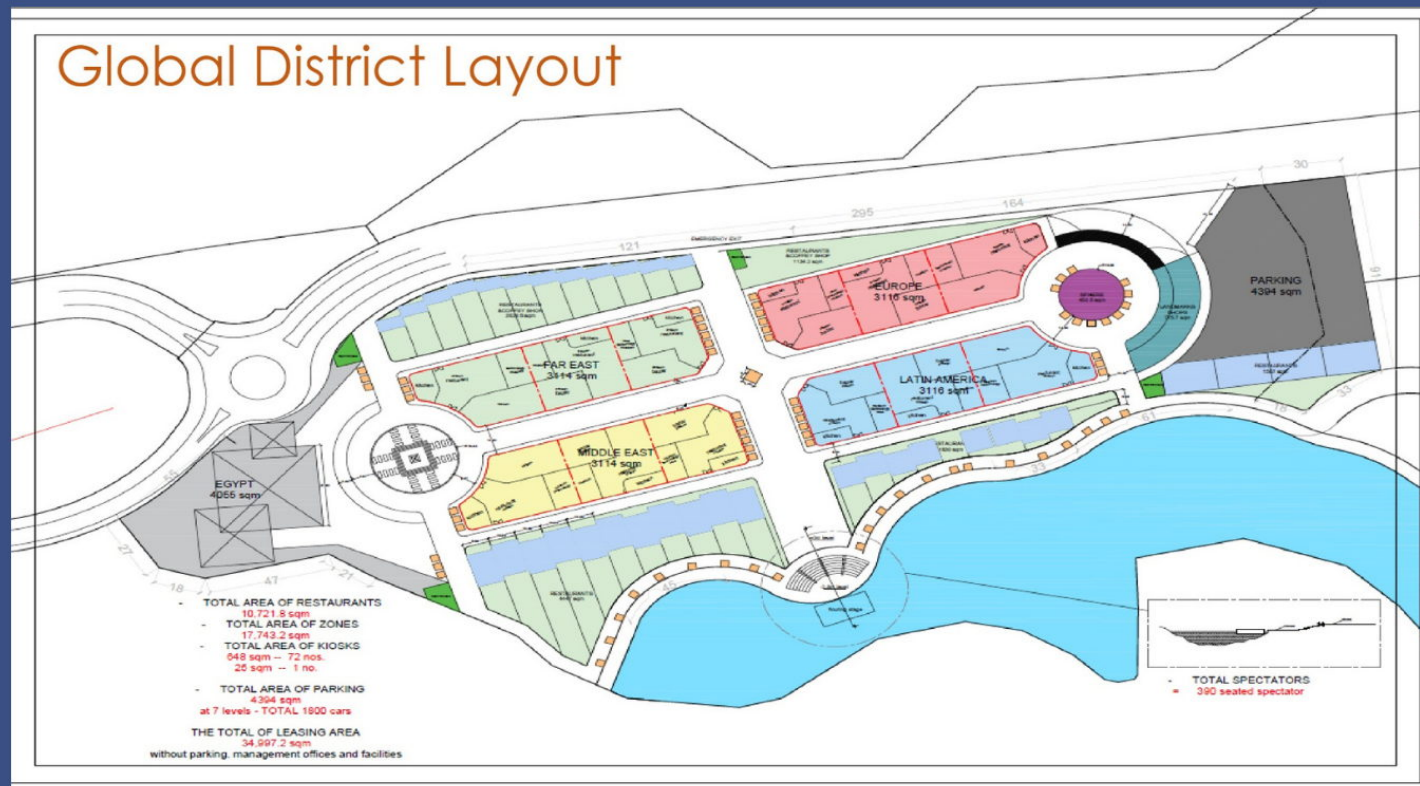
VISITOR EXPERIENCES

Mobility, concierge, photo, premium access and other guest services.

ILLUSTRATIVE LAYOUT

THE INITIAL GLOBAL DISTRICT CONCEPT

A walkable mix of themed zones, restaurants, specialty retail, kiosks, stage programming, waterfront areas and structured parking.



ILLUSTRATIVE - ZONES AND LABELS WILL EVOLVE

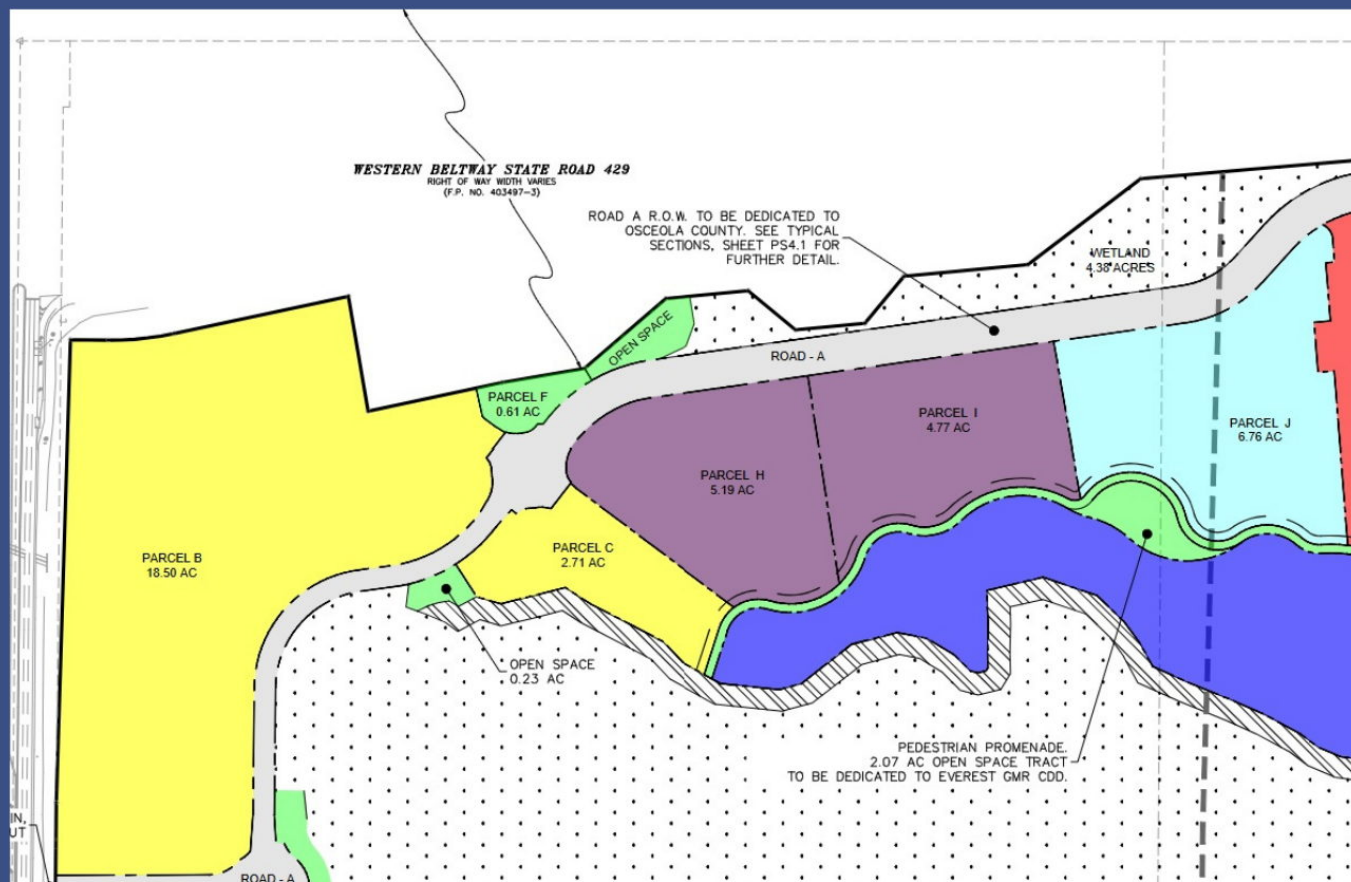
PLANNING PRINCIPLES

- Themed cultural zones and pavilions.
- Restaurants and cafés distributed along key pedestrian routes.
- Retail, world-market and kiosk opportunities.
- Central stage and event programming.
- Waterfront promenade and outdoor gathering.
- Structured parking and service access.
- Flexible phasing and expansion.

EXPANSION STRATEGY

A CORE DISTRICT WITH ROOM TO GROW

The initial Global District planning area can expand into adjacent parcels and complementary standalone uses.



Source: Approved subdivision/site materials and Global District concept layout.

CORE PLANNING AREA

Parcels C, H, I and J form the primary area currently being studied for pavilions, restaurants, markets, entertainment and the waterfront experience.

LOT B - FUTURE CULINARY DESTINATION

Lot B comprises approximately 18.50 acres and is well suited to a future standalone restaurant district with full-service dining, patios, outdoor gathering areas, event lawns, valet circulation and structured parking.

LOT B HAS NOT YET BEEN DESIGNED - THE PROGRAM IS AN OPPORTUNITY BRIEF.

ADDITIONAL EXPANSION

Other lots may be incorporated as demand, phasing and partnerships develop.

OPERATE A PAVILION

THE SIGNATURE MASTER-LEASE OPPORTUNITY

A pavilion can function as a curated commercial destination within the destination.

FLEXIBLE REPRESENTATION

A pavilion may represent a single country, several countries, a region or an entire continent - depending on operator strength, commercial demand and cultural fit.

POTENTIAL PAVILION CONTENTS

- Restaurants, cafés and specialty food concepts.
- Retailers, importers, artisans and merchandise vendors.
- Cultural exhibits, performances and programming.
- Entertainment, events and sponsorship activation.
- Approved subleasing and curation of individual operators.

ILLUSTRATIVE OPERATING STRUCTURE

GLOBAL DISTRICT



PAVILION OPERATOR



SUBTENANTS +
EXPERIENCES

Potential operator profile: developers, master lessees, event companies, cultural organizations, trade groups and tourism entities.

Source: Global Village Strategic Partnership Overview, June 2026. Pavilion duties in the reference model include theming, staffing, subleasing, merchandising, food operations and cultural activation.



RESTAURANT STRATEGY

A CULINARY DESTINATION AT MULTIPLE SCALES

Global District can combine destination dining, authentic regional concepts, cafés, desserts, kiosks and future standalone restaurant sites.



FLAGSHIP DESTINATION DINING

Large-format experiential restaurants, entertainment dining, chef-led concepts and international brands.

FULL-SERVICE & CASUAL

Authentic regional cuisine, family dining, resort-oriented restaurants and high-quality local operators.

CAFÉS, DESSERTS & QUICK SERVICE

Coffee, tea, bakery, sweets, grab-and-go, food halls and emerging brands.

LOT B - STANDALONE RESTAURANT ROW

Future dine-in buildings with patios, outdoor gathering, valet access and a destination evening environment.

Illustrative cuisine opportunities: Latin American, Caribbean, Middle Eastern, South Asian, East Asian, African, Mediterranean and European concepts.

Reference imagery and commercial formats: Global Village Strategic Partnership Overview. Lot B concept is preliminary and not yet designed.

WORLD MARKET

DISCOVERY-DRIVEN RETAIL & ENTREPRENEURSHIP

The retail strategy should feel like an international marketplace - not a conventional shopping center.

Source: Global Village Strategic Partnership Overview, June 2026.



THE WORLD MARKET

A curated environment for artisan products, specialty foods, crafts, home goods, cultural merchandise, importers and independent traders.



KIOSKS & CARTS

Flexible, lower-commitment formats for street food, desserts, beverages, beauty, jewelry, toys, souvenirs and first-time operators.



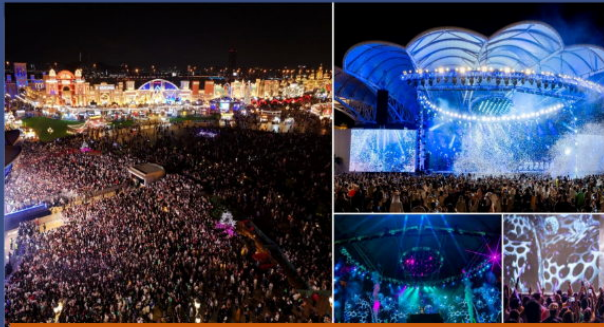
SPECIALTY RETAIL

International and regional concepts in fashion, fragrance, cosmetics, gifts, food products, jewelry, décor and experiential retail.

A dedicated entrepreneur program can create a pipeline for Orlando-area immigrant-owned businesses, homegrown brands and emerging concepts.

ENTERTAINMENT IS THE TRAFFIC ENGINE

Programming should create urgency, repeat visitation and circulation through every commercial zone.



LIVE PROGRAMMING

Concerts, cultural performances, festivals, parades, seasonal events and rotating country or regional celebrations.



FAMILY ENTERTAINMENT

Rides, attractions, games, immersive experiences, interactive museums, VR, esports and family-oriented concepts.



SIGNATURE MOMENTS

Water, light, drone and fireworks-style spectacles, subject to technical design, safety requirements and approvals.

Ancillary opportunities: stroller and mobility rental, concierge, premium access, photography, transport, lockers, valet, package shipping and visitor services.

TARGET OUTREACH

A MULTI-LAYERED TENANT & PARTNER ECOSYSTEM

Leasing should combine commercial operators with pavilion partners, cultural institutions and strategic sponsors.

TENANTS & OPERATORS

- Destination restaurant groups
- Authentic regional dining concepts
- International and specialty retailers
- Local entrepreneurs and artisans
- Attraction and entertainment operators
- Visitor-service concessionaires

PAVILION / MASTER OPERATORS

- Real estate developers
- Master lessees and market operators
- Cultural and event organizations
- Import/export and distribution groups
- Tourism authorities and trade entities
- Country or regional business councils

CULTURAL & PUBLIC PARTNERS

- Embassies and consulates
- Tourism ministries and boards
- Chambers of commerce
- Export-promotion agencies
- Cultural institutes and associations
- Universities and community organizations

FOUNDING STRATEGIC SPONSORS

- Airlines and travel companies
- Payment and financial services
- Automotive and mobility brands
- Telecom and technology companies
- Food, beverage and hospitality brands
- Media, events and tourism partners

The strongest strategy is ecosystem outreach: secure a lead operator or institution that can help populate an entire pavilion or market, rather than sourcing every subtenant individually.

HOW TO PARTICIPATE

A FLEXIBLE PATH FROM INTEREST TO OPENING

Different commercial formats require different agreements, approval processes and capital structures.

OPPORTUNITY	ILLUSTRATIVE STRUCTURE
Pavilion / cultural zone	Master lease, development agreement or joint venture
Thematic market	Master operator or curated market agreement
Restaurant / café	Direct lease, ground lease or build-to-suit structure
Retail shop	Direct lease
Kiosk / cart	License, short-form lease or seasonal agreement
Attraction / entertainment	Lease, concession or revenue-share structure
Sponsorship / naming rights	Strategic sponsorship agreement

Commercial structures are illustrative only and subject to legal, tax, financing, regulatory and project-specific review.

NEXT STEPS

1

EXPRESS INTEREST

Identify the country, concept, business or partnership opportunity.

2

MATCH THE OPPORTUNITY

Review available formats, locations, sizing and preliminary structure.

3

CONCEPT & COMMERCIAL REVIEW

Align the operating plan, design, commercial terms and approvals.

4

DOCUMENTATION

Finalize the appropriate lease, license, development or partnership agreement.

5

BUILD, ACTIVATE & OPEN

Coordinate delivery, tenant improvements, programming and opening.

BUILD THE NEXT GLOBAL DESTINATION WITH US

GLOBAL DISTRICT | EVEREST PLACE | ORLANDO-KISSIMMEE, FLORIDA

50+

**Multifamily &
condominium
projects**

8+

Hotels built

10+

**Government
projects**

100+

**Years combined
team experience**

REGISTER YOUR INTEREST

Restaurants | Retailers | Pavilion Operators
Developers | Entertainment Concepts |
Strategic Partners



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