(THE COMPANIES ACT OF 1913)

Memorandum

And

Articles of Association

OF

PAKISTAN HOTELS ASSOCIATION

(AN ASSOCIATION LIMITED BY GUARANTEE
FORMED FOR PROMOTING THE OBJECTS MENTIONED
IN THE MEMORANDUM AND PROHIBITING THE
PAYMENT OF ANY DIVIDEND TO ITS MEMBERS)
MEMORANDUM OF ASSOCIATION
OF
PAKISTAN HOTELS ASSOCIATION

1. The name of the Association shall be "Pakistan Hotels Association".

2. The Registered Office of the Association, which shall also be the Head Office, shall be situated in Karachi. The Association may have Regional or Zonal Offices at other places in the country, as deemed necessary by the management to provide adequate services to its members.

The Area of operation of the Association extends to the whole of Pakistan.

3. The objects of the Association are as under:

(a) To advance, protect, safeguard and promote the rights, interests, and privileges of person, firms, companies or corporations owning or managing hotels, restaurants or clubs in Pakistan (hereinafter referred to as "Hotels") and to represent to Government and other Authorities concerned their grievances and seek redress thereof.

(b) To diffuse among its members information on all matters affecting hotels and to collect, print, publish, issue and circulate such papers, periodicals, books, circulars, statistics and other literary undertakings as may seem conducive to any of these objects.

(c) To create unity and sympathy among the members of the Association and to encourage them to work on co-operative lines in order to safeguard their own interests and to convene, hold conferences and conventions for the deliberations and study of subjects connected with the development of hotels in Pakistan.

(d) To file, prosecute or defend or concur join or aid in filing prosecuting or defending any such actions, suits, applications, appeals or proceedings as the Association may think proper or conducive to the objects of the Association.

(e) To enter into any arrangements with the Central, Provincial or Local Government or Authorities (Municipal, Port Trust, Railway, Local or otherwise) that may seem conducive to the objects of the Association or any of them, and to obtain from any such Government or authorities any rights, privileges and concessions which the Association may think desirable to obtain and to carry out, exercise and to comply with such arrangements, rights, privileges and concessions and to ensure equality of treatment by Government and other public authorities and to nominate delegates and advisers, etc., to represent the Association on such Government and Public Bodies.
(f) To take all necessary steps for promoting, supporting or opposing legislation or other actions either by Government or and department thereof or by any local body or bodies or by any individual affecting the interests of the members of the Association and in general to take initiative to secure and promote development of hotels on modern lines.

(g) To make representations to the local, central or other authorities concerned on any matter affecting the commercial, economic and other interests of the members of the Association.

(h) To ensure that the demands of the customers are attended to within reasonable limits set down by the Association.

(i) To adjudicate as a body any dispute in which one or more members of the Association may become in the ordinary course of business.

(j) To take measures for the eradication of unethical business practices from the field of trade, commerce and industry.

(k) To subscribe to, and become a member of, the Federation of Pakistan Chamber of Commerce & Industry and co-operate with any other international organization whether incorporated or not, whose objects are altogether or in part, similar to those of this Association and to procure from and communicate to any such organization such information as may be or likely to forward the objects of this Association. Provided that the Association shall not be affiliated with any foreign or international organization without the prior permission of Government.

(l) To purchase, take on lease, hire or otherwise acquire land, building and any other movable or immovable properties or any rights or privileges necessary or convenient and to construct, alter and maintain the building required for the use and purposes of the Association.

(m) To issue appeals and collect funds for the national, educational, social and humanitarian purposes and to subscribe to any local and other charities and to grant donations for any public purposes and to provide Provident Fund or Superannuation Fund or Funds for the employees, their widows or dependents and grant scholarships to deserving students for foreign studies in the field of management and administration of hotels.

(n) To sign, seal, execute and deliver all instruments, deeds, documents and writing whatsoever that may be found to be necessary or expedient in relation to the aforesaid objects or the affairs or the interests of the Association.

(o) To admit new members to the Association upon such terms and conditions as may from time to time be determined.
(p) To borrow money or raise or secure the payment of money in such a manner as the Association may think fit, and in particular by the issue of debentures, charged upon all or any property (present and future) of the Association and to purchase, redeem or pay off any such securities.

(q) To appoint Arbitrators for settling disputes and differences between members.

(r) To promote harmonious relations between the members of Association and their employees and to concede such benefits and concessions to the latter as are found to be reasonable and legitimate.

(s) To organize, establish technical schools, colleges and institutions to impart practical knowledge for the efficient control and management of hotels.

(t) To amalgamate with, affiliate, join, take over any other Association or association, whether incorporated or not, whose objects are altogether or in part similar to those of this Association upon such terms and conditions, including those for any additional alteration or modification of the name of this Association as may be mutually agreed.

(u) To frame from time to time, such rules and laws as the Association may deem fit or proper for all or any of the objects, and to comply with all the requirements of the Trade Organizations Act, 2013.

(v) To do all such other things as are incidental or conducive to the above objects or any of them.

4. The Association shall not be an association for profit and the income and property of the Association shall be applied solely towards the promotion of the objects of the Association as set forth in the Memorandum of Association; and no portion thereof shall be paid by way of profit to the members of the Association. Provided that any thing herein shall prevent the payment, in good faith, of remuneration to any officer or servant of the Association or to any members thereof or other persons in lieu of any services actually rendered to the Association.

5. The liability of the member shall be limited, but if any member pays or receives any dividend, bonus or other profit in contravention of paragraph 4 hereinbefore, his liability shall become unlimited.

6. Every member of the Association undertakes to contribute to the assets of the Association in the event of the same being wound up during the time that he is a member or within one year afterwards for payment of the debts and liabilities of the Association contracted before the time at which he ceases to be a member and of costs, charges and expenses of winding up the same and for committal of the assets of the contributors amongst themselves such amount as may be required not exceeding Rs. 100.00.
7. If upon the winding up or dissolution of the Association there remains after satisfaction of all its debts and liabilities any property whatsoever, the same shall not be paid to or distributed among the members of the Association but shall be given or transferred to any other institution or institutions having objects similar to the objects of the Association as may be determined by the members of the Association, at or before the time of dissolution, and in default thereof, by such courts as may have jurisdiction in the matter.

8. For the purposes of registration the number of members of the Association shall be unlimited.

9. True accounts shall be kept of the sums of money received and expended by the Association and the matter in respect of which such receipts and expenditure takes place, and of the property, assets and liabilities of the Association, and subject to any reasonable restrictions as to the time and manner of inspecting the same that may be imposed in accordance with the regulations for the time being of the Association shall be open to the inspection of the members. Once at least in every year, the accounts of the Association shall be examined and the correctness of the Income and Expenditure and of the Balance Sheet ascertained by a qualified auditor or auditors.

10. Amendments to this Memorandum of Association shall be subject to the approval of the government and shall also be made when required by the Government in public interest.

We, the several persons whose names, and addresses are subscribed hereunder are desirous of being formed into an Association in pursuance of this Memorandum of Association:

<table>
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<tr>
<th>S.No.</th>
<th>NAME OF SUBSCRIBERS</th>
<th>ADDRESS &amp; DESCRIPTION</th>
<th>SIGNATURE</th>
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</thead>
</table>
| 1     | Mr. Sikander Mahmood     | Chairman PHA & CEO  
Arabian Sea Enterprises Ltd.  
Sheraton Karachi Hotel  
Club Road, Karachi          |           |
| 2     | Mr. Zubair Surfi         | Director Corporate Affairs  
Islamabad Serena Hotel  
TPS, Kassam Court, Clifton  
Karachi                      |           |
|       | Mr. M. Akhtar Bawany     | Executive Director  
Pakistan Services Limited  
Islamabad                     |           |
4. Mr. M. Anwar Qureshi  
   Chief Executive Officer  
   Ramada Plaza Hotel  
   Karachi Airport

5. Mirza Mansoor Ahmed  
   General Manager  
   Karachi Marriott Hotel  
   Abdullah Haroon Road  
   Karachi

6. Mr. Jehan Zeb  
   General Manager  
   Hotel Mehran  
   Sharea Faisal, Karachi

7. Mr. Ershad H. Shah  
   General Manager  
   Hotels Jabees  
   Abdullah Haroon Road  
   Karachi

8. Mr. Azeem Qureshi  
   General Manager  
   Pearl-Continental Hotel  
   Club, Road, Karachi

Dated __________ day of __________ 2013

Witness to the above Signatures:

Name: ____________________________________________

Occupation: ________________________________________

S/o: ______________________________________________

Nationality: ______________________________________

Address: __________________________________________

Signature: _________________________________________

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<tr>
<td>1.</td>
<td>Mr. Shahid Momin</td>
<td>Chairman PMA &amp; CEO</td>
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<td>Arslan Saad Enterprises Ltd.</td>
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<td>Sheraton Karachi Hotel Club Road, Karachi</td>
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<td>2.</td>
<td>Mr. Zahoor Sultani</td>
<td>Director Corporate Affairs</td>
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<td>Islamabad Serena Hotel TPS, Kasum Court, Clifton Karachi</td>
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<td>3.</td>
<td>Mr. M. Akhtar Bawany</td>
<td>Executive Director</td>
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<td>Pakistan Services Limited Islamabad</td>
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<td>4.</td>
<td>Mr. M. Anwar Qureshi</td>
<td>Chief Executive Officer</td>
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<td>5.</td>
<td>Mr. Mansoor Ahmed</td>
<td>General Manager</td>
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<td>Abdullah Horree Road Karachi</td>
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<td>6.</td>
<td>Mr. Jehan Zeb</td>
<td>General Manager</td>
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<td>Hotel Mehran</td>
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<td>Sharae Faisal Karachi</td>
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<td>7.</td>
<td>Mr. Ehsan H. Shah</td>
<td>General Manager</td>
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<td>Hotels Jabobs</td>
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<td>General Manager</td>
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<td>Pearl Continental Hotel Club Road</td>
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Dated 02 day of AUGUST 2013

Witness to the above Signatures:

Name: Ahmed Patel
Occupation: DFR, PECU
Site: Feroz Imran
Nationality: Pakistan
Address: P.O. Box 408

Certified to be True Copy

Assistant Registrar of Companies