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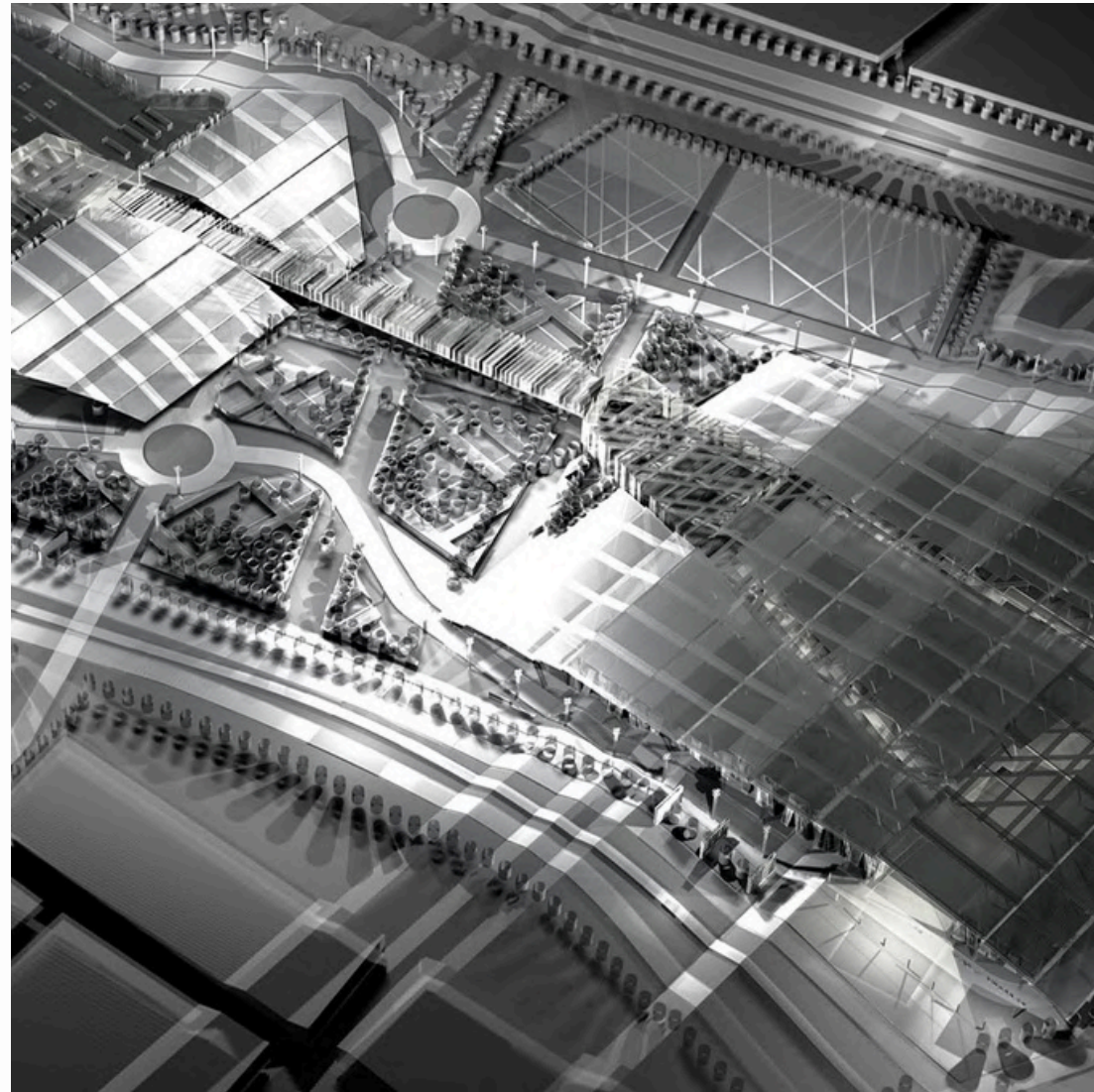
## ABOUT US

The urban economists, architects, market and financial analysts of Gray International are dedicated to helping make the best use of land, real property and urban and environmental resources.

The company provides public and private investors with pre-development services, firmly believing that today, ***the best locations are created, not found***. The highest returns go to those who can package a location with a mix of uses, product features, amenities, social ambience, management techniques, and financing that the market demands and at a price it will pay. Our clients develop, lease, manage, sell and influence the cities. Gray International helps them realize the highest returns from their efforts.

***Established in Paris in 1988***, Gray International had brought to Poland a track record of over 15 years of the experience from the very competitive French real estate market. The ***Warsaw-based company*** operating in Poland since 2003 focuses primarily on retail development and large regeneration projects.



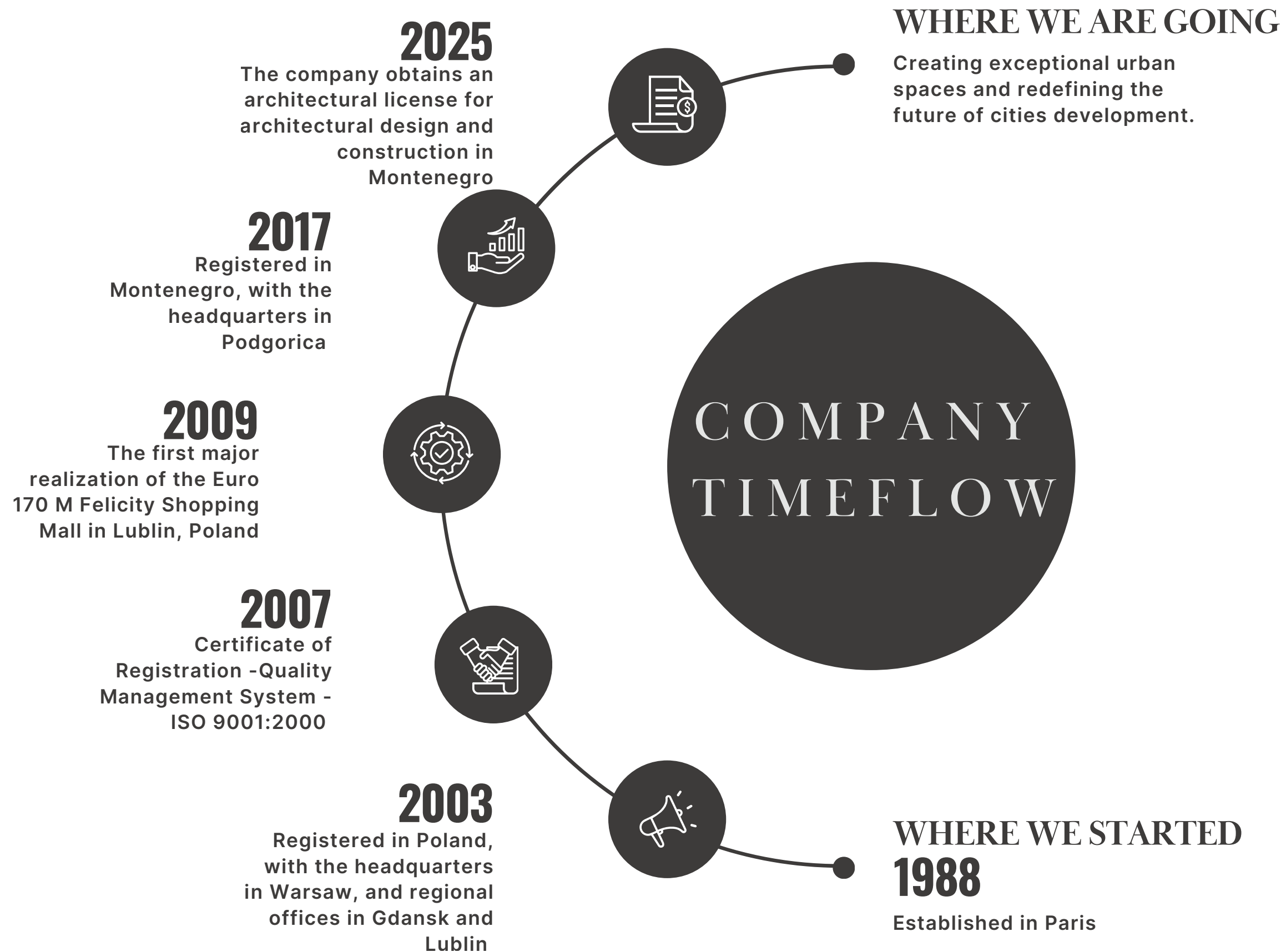


Land use is a complex phenomenon involving public policy, fiscal resources, market dynamics, demographic trends, finance, infrastructure developments and host of others factors that collectively compromise the urban system. As ***specialists in urban strategy and financial engineering*** Gray International combines expertise and experience to provide strategic planning for land and community development, property redevelopment and revitalization of downtown.

***In 2018 Gray International established a dedicated Real Estate and Hospitality Advisory team in Montenegro***, bringing over 35 years of experience and know-how from the global real estate market mostly on development of the large scale projects, urban strategy and financial engineering side.

Gray International team always keeps in mind the strengths of the concept and the difficulties of carrying it out. ***Experience has shown that nothing extraordinary ever happens where there is no passion involved.***





# URBAN PLANNING & MASTER PLANS

At Gray International, urban planning is more than shaping cities—it is about ***creating sustainable, dynamic, and future-oriented environments*** that seamlessly integrate with their surroundings.

With a deep understanding of economic, environmental, and social dynamics, our architects lead innovative urban regeneration projects that ***balance the needs of developers, retailers, and communities.***

Guided by a ***commitment to responsible design***, we approach each project with passion and strategic vision, ensuring that every space we develop contributes to a thriving, resilient urban future.





# PROJECTS



## 01 KRYNICA MORSKA RESORT, POLAND

Located on the stunning Mierzeja Wiślana spit, ranked among the world's top 10 by National Geographic, Krynica Morska Resort is master-planned by Gray International as Poland's premier Baltic tourist destination. Blending with the coastal landscape, it will offer luxury hotels, fine homes, and resort experiences that reflect the spirit of the region.

## 02 MARITIME MUSEUM IN ZELENKA, MONTENEGRO

Gray International architects designed the urban concept for the future maritime museum and revitalization of Zelenika, on the industrial neighborhood of the historical city Herceg Novi and in the vicinity newly developed Portonovi, with the first Europe's One&Only hotel.







### 03 GRANARY ISLAND, POLAND

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.





## 04 LIBRETTO PARK, 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.





## 05 PLATAMUNI, MONTENEGRO

Located on Montenegro's Platamuni Peninsula, this 5-star resort blends exclusivity with world-class amenities. Designed in Studio BusinessArt, with involvement from a Gray International team member, the project includes a luxury hotel, central facilities, tennis courts, fine dining, and a mix of branded and standard villas and apartments. Set against the Adriatic backdrop, Platamuni epitomizes refined coastal living.

## 06 LIVE CITY WARSAW, POLAND

Poland's largest mixed-use development project in Public-Private Partnership procedure with the Polish State Treasury and the Municipality of Warsaw City. GLA 250,000 sqm, Investment budget Euro 950 million.





# RESIDENTIAL PROJECTS

At Gray International, we design ***single-family and multi-family residential projects that blend functionality, aesthetics, and sustainability.***

Our approach focuses on creating livable, high-quality spaces that enhance the well-being of residents while responding to market demands and urban dynamics.

Whether developing luxury homes, high-density apartments, or mixed-use residential communities, ***we prioritize smart design, efficient land use, and long-term value***, ensuring that each project contributes to a vibrant and resilient urban fabric.



# PROJECTS



**01** CONDO BUILDING, HERCEG NOVI,  
MONTENEGRO

**02** SKYLINE RESIDENCE, LOS ANGELES, CA, USA







- 03** RESIDENTIAL BUILDING, DOBROTA, KOTOR, MONTENEGRO  
 Designed in Studio BusinessArt, with involvement from a Gray International team member.
- 04** SOTKO BUILDING, PORTO MONTENEGRO  
 Designed in Studio BusinessArt, with involvement from a Gray International team member.

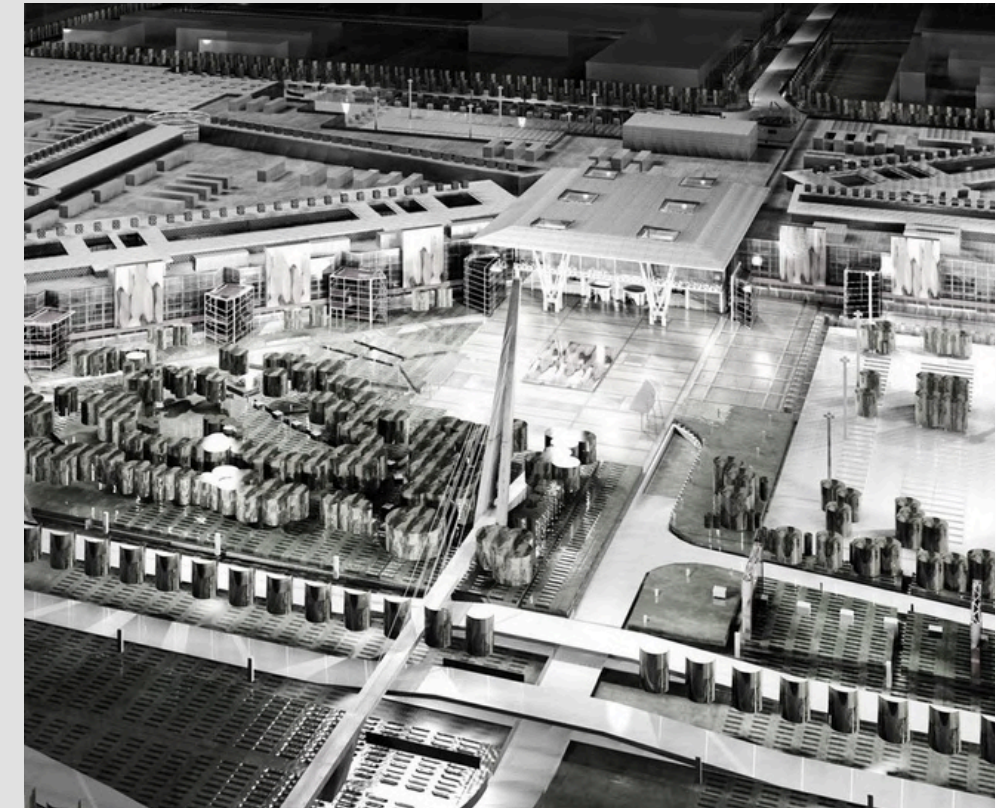


# COMMERCIAL PROJECTS

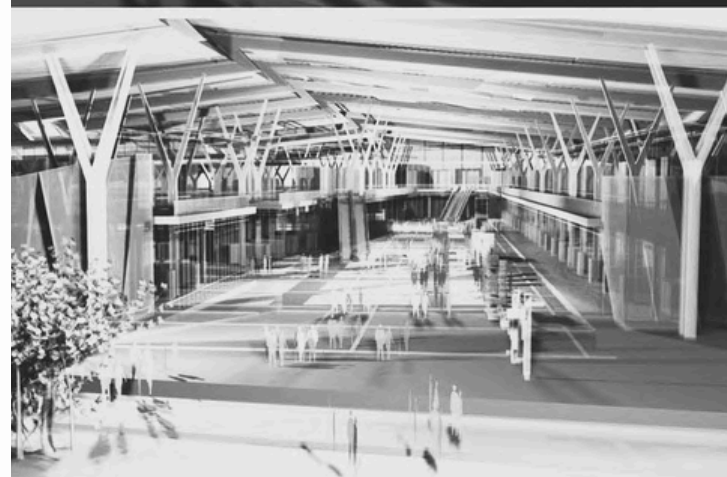
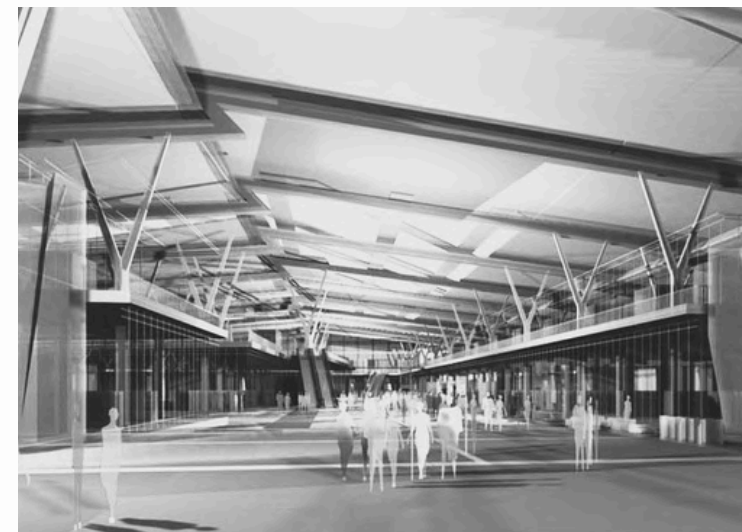
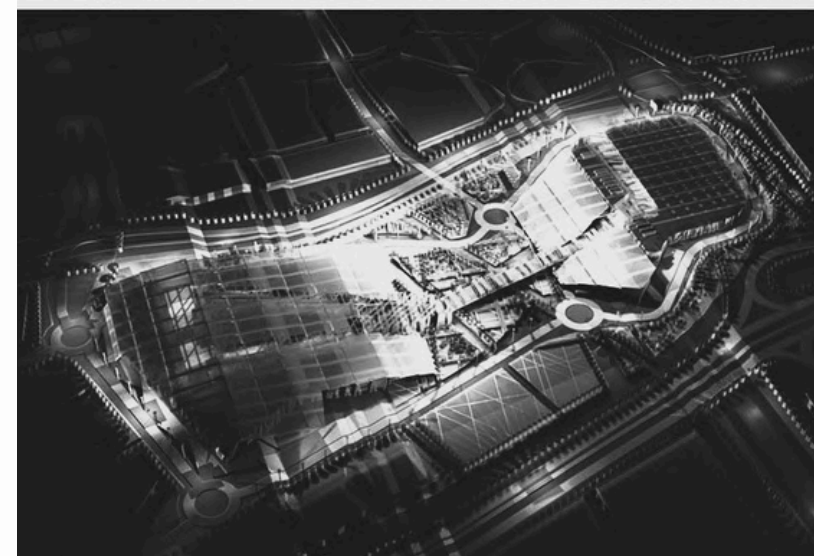
At Gray International, ***we create commercial spaces that are not only architecturally refined but also strategically positioned to maximize functionality, visibility, and economic potential.***

Our expertise spans office buildings, retail developments, business hubs, and hospitality spaces, all designed to meet evolving market demands.

By integrating efficient layouts, sustainable solutions, and modern design principles, we ensure that ***each project enhances business operations while contributing to the vibrancy of the urban environment.***







**01** NEPTUNCITY, SHOPPING MALL, GDANSK, POLAND







# MIXED USE PROJECTS

At Gray International, we ***recognize that successful urban development goes beyond single-purpose spaces.***

Our mixed-use projects seamlessly integrate residential, commercial, retail, and recreational elements, ***creating vibrant, sustainable, and economically dynamic environments.*** By combining expertise in urban planning, architecture, and market analysis, we craft ***spaces that enhance communities, maximize land value, and adapt to evolving urban needs.***

Each project is designed with a strategic vision, ***ensuring functionality, accessibility, and long-term viability*** in today's competitive real estate landscape.



# LUBLIN CENTRALE

Gray International and its local partners are developing Lublin CENTRALE, a ***modern Build-to-Rent (BTR), Purpose-built Student Accommodation (PBSA), and Retail Center*** adjacent to the main railway station and the new metropolitan bus terminal. The project spans 100,000 sqm GLA, divided into two phases (60,000 sqm in Phase One and 40,000 sqm in Phase Two).

Key Highlights:

- ***Integrated residential, commercial, and retail spaces with vibrant public green areas.***
- **Retail hub** featuring a premium food hall, restaurants, cafes, a supermarket, medical center, and essential services.
- Prime location with seamless connectivity to the rail station, airport, and public transport, benefiting from 30,000 daily visitors.
- Sustainability-focused design – ***LEED Gold certification, energy efficiency, water recycling, and EV charging stations.***
- Green mobility support – a ***934-bike parking and maintenance facility***, reducing car traffic and promoting eco-friendly commuting.

Lublin CENTRALE will become a modern civic center, seamlessly blending living, working, and leisure while prioritizing sustainability and urban regeneration.







# HOSPITALITY & LEISURE

At Gray International, we create hospitality and leisure spaces that ***blend functionality, luxury, and a unique sense of place***. From boutique hotels to large-scale resorts and entertainment venues, **our designs enhance guest experiences while ensuring operational efficiency.**

By integrating market insights with innovative solutions, we ***craft destinations that are immersive, memorable, and built for long-term success.***

Our holistic approach ensures that every project reflects local culture, maximizes guest engagement, and delivers ***sustainable value for both operators and visitors.***





# PROJECTS



**01** CAP ESTREL, SAINT RAPHAEL, FRANCE  
*In collaboration with P. Diener & P. Guirard architects.*



**02** CROWNE PLAZA, KOLASIN, MONTENEGRO  
*Mechanical engineering preliminary and final project.*



**03** HOTEL MARRIOT, KOTOR, MONTENEGRO  
*Mechanical engineering preliminary and final project.*



# RECONSTRUCTION & REVITALIZATION

At Gray International, ***we breathe new life into historic structures and urban landscapes***, balancing preservation with contemporary functionality.

From the meticulous restoration of fortresses and city walls to the adaptive reuse of heritage buildings, ***our projects honor the past while integrating modern design and infrastructure***.

With a deep respect for architectural legacy, we combine strategic planning, material expertise, and innovative engineering to ensure that ***each revitalization project enhances both cultural significance and long-term usability***.

Our approach ***transforms historical sites into vibrant, dynamic spaces that serve communities and future generations***.





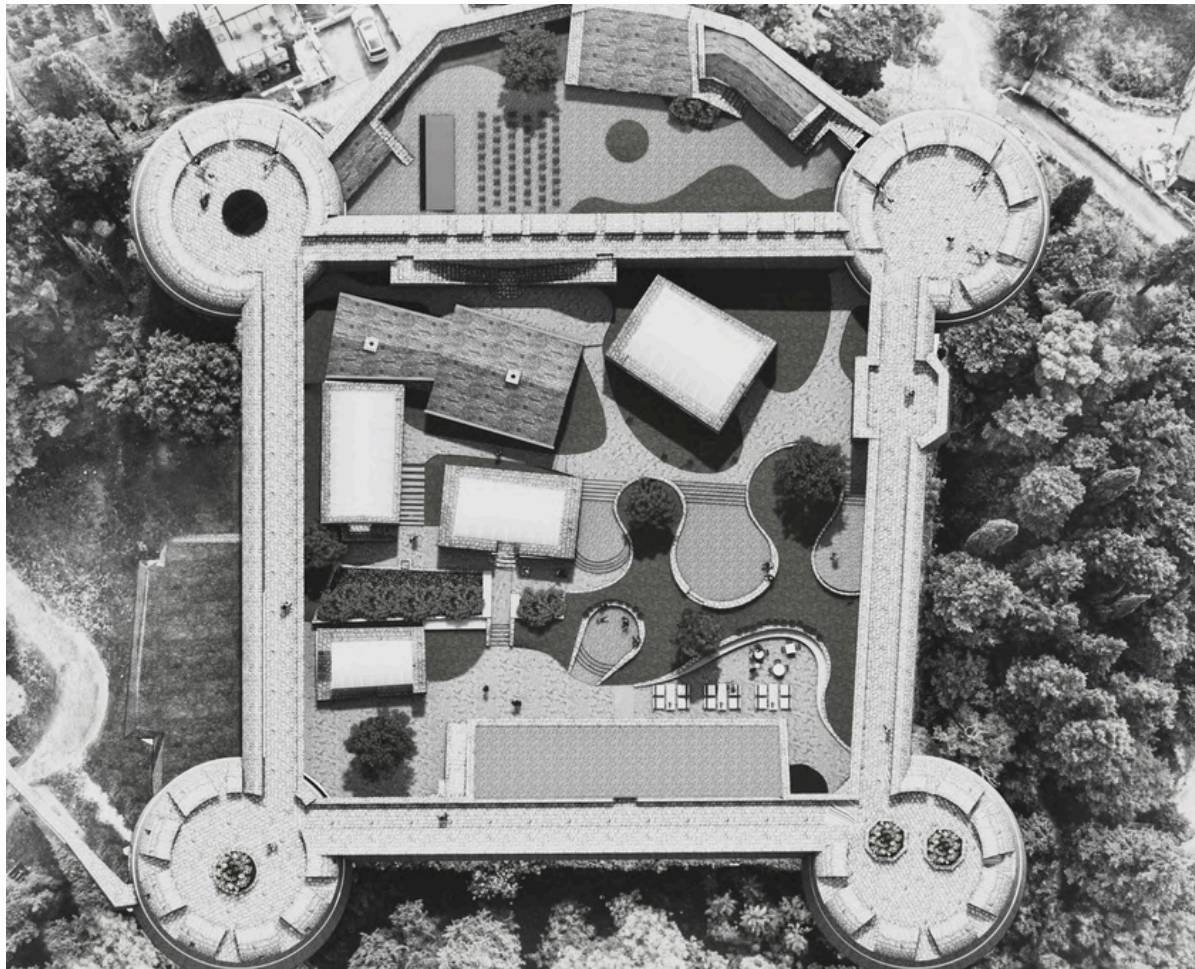
# PROJECTS



**01** RESIDENCE WITHIN THE OLD TOWN WALLS OF HERCEG NOVI,  
MONTENEGRO







## 02 SPANJOLA FORTRESS, HERCEG NOVI, MONTENEGRO

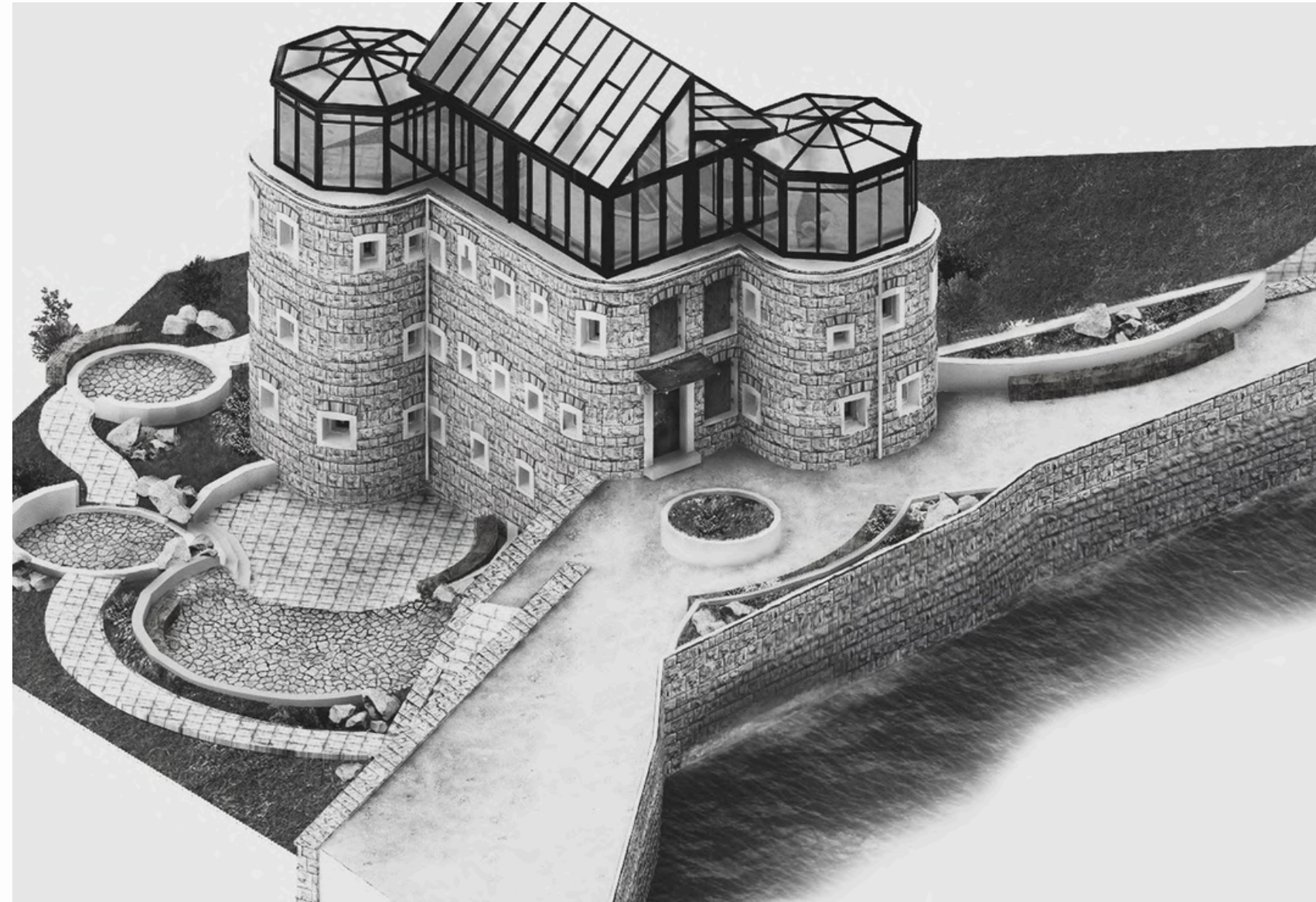
*Designed in Studio Enforma, with involvement from a Gray International team member.*

## 03 ONOGOST, NIKSIC, MONTENEGRO

*Designed in Studio Enforma, with involvement from a Gray International team member.*







## 04 DEFENSIVE MILIRATY FORTIFICATION ZELJANO, TIVAT, MONTENEGRO

Revitalization project of the old Austro-Hungarian fortification Zeljano, repurposed into a spa center with two tourist apartments.



# INDUSTRIAL PROJECTS

At Gray International, we ***design and expand industrial spaces that drive efficiency, innovation, and long-term sustainability.***

Our projects support large-scale production, energy, and manufacturing operations, ***ensuring seamless integration of advanced technologies and optimized workflows.***

With a focus on functionality and environmental responsibility, ***we create adaptable industrial environments that enhance productivity, minimize impact, and meet evolving industry demands.***





# PROJECTS



## 01 ELEKTROWNIA TUROW, POLAND

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>).

## 02 POLOMOS - CHOPIN DISTILLERY, 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.





# INTERIOR DESIGN

At Gray International, ***interior design is about creating spaces that seamlessly combine functionality, aesthetics, and comfort.***

Our approach integrates contemporary design principles, high-quality materials, and innovative spatial solutions to enhance the user experience.

Whether designing luxury residences, commercial spaces, or hospitality environments, ***we focus on tailored solutions that reflect the client's vision while ensuring a timeless and sophisticated appeal.***





# PROJECTS



**01** TWO-BEDROOM APARTMENT,  
PODGORICA, MONTENEGRO  
*In collaboration with Businessart.*



**02** TWO-BEDROOM APARTMENT,  
PODGORICA, MONTENEGRO



**03** TWO-BEDROOM APARTMENT,  
BUDVA, MONTENEGRO





**04** FINE & WINE, OLD TOWN KOTOR, MONTENEGRO



# COMPETITION

At Gray International, ***we embrace architectural competitions as opportunities to push creative boundaries and develop visionary solutions.***

Our approach merges innovation with contextual sensitivity, ensuring that ***each concept reflects both aesthetic excellence and functional efficiency.***

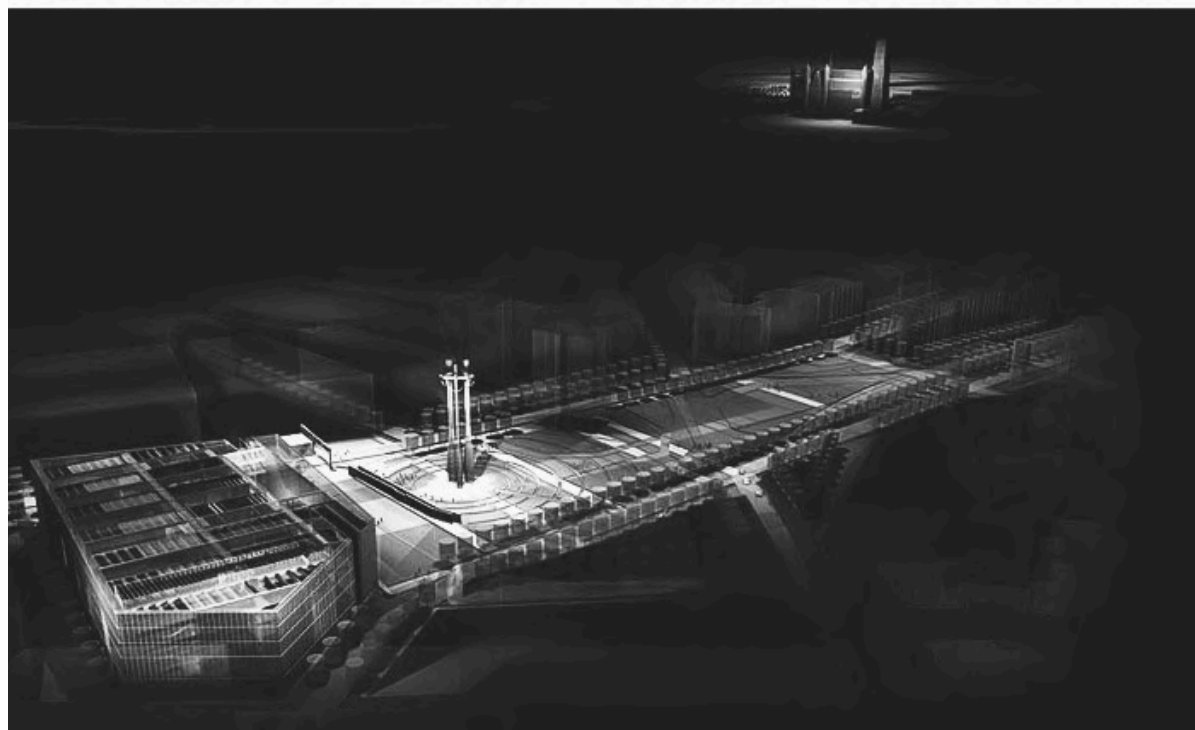
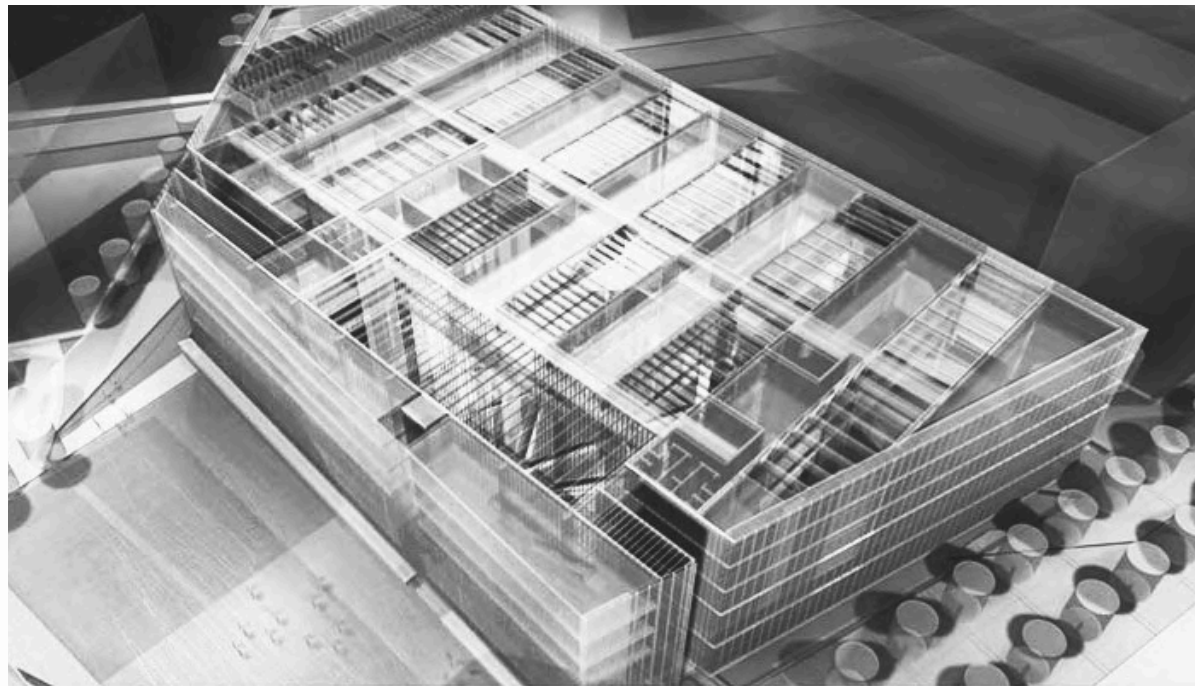
From urban landmarks to cultural and commercial spaces, our competition entries explore bold ideas, sustainable strategies, and cutting-edge design methodologies.

Through ***collaboration and forward-thinking concepts***, we shape environments that inspire and endure.

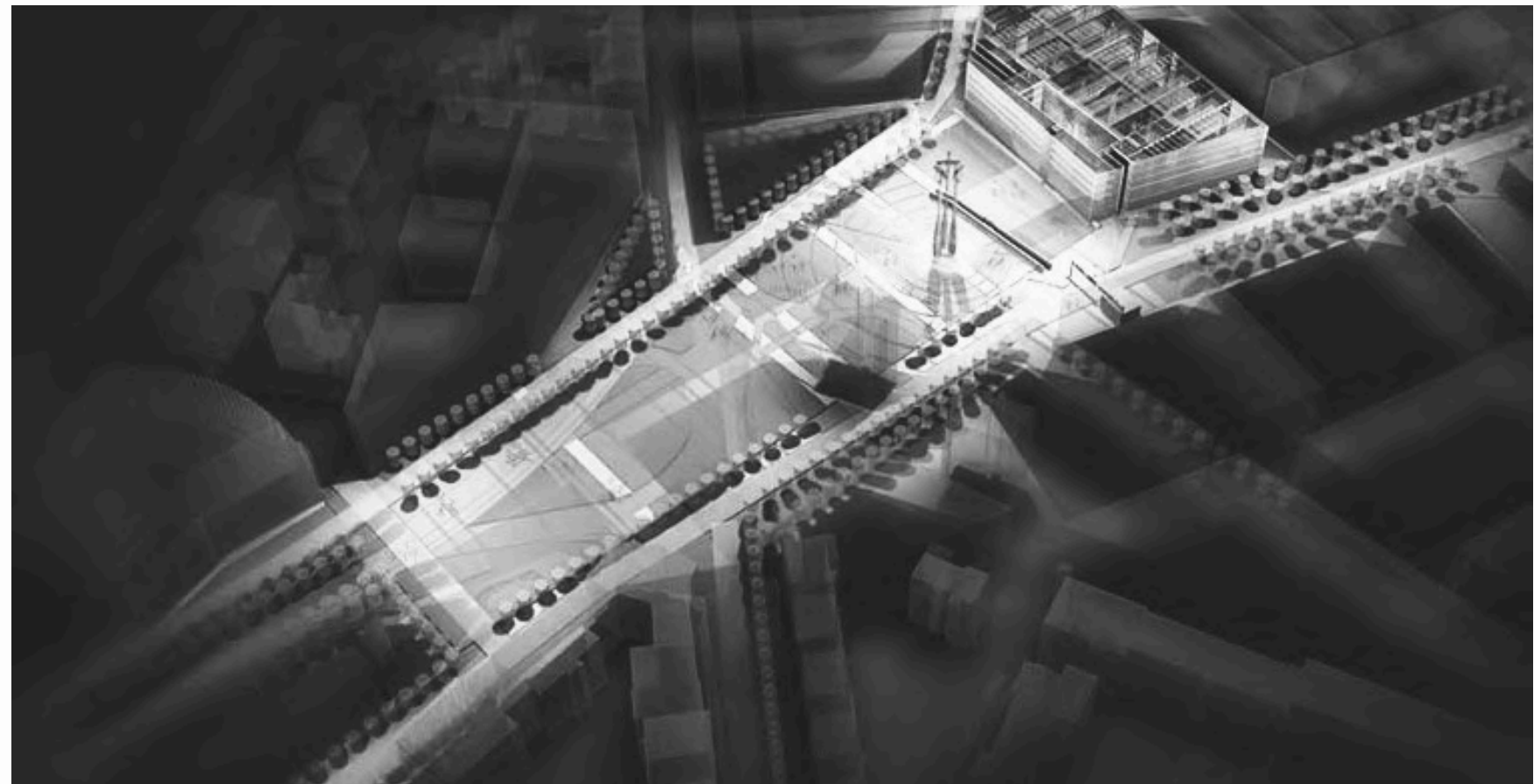




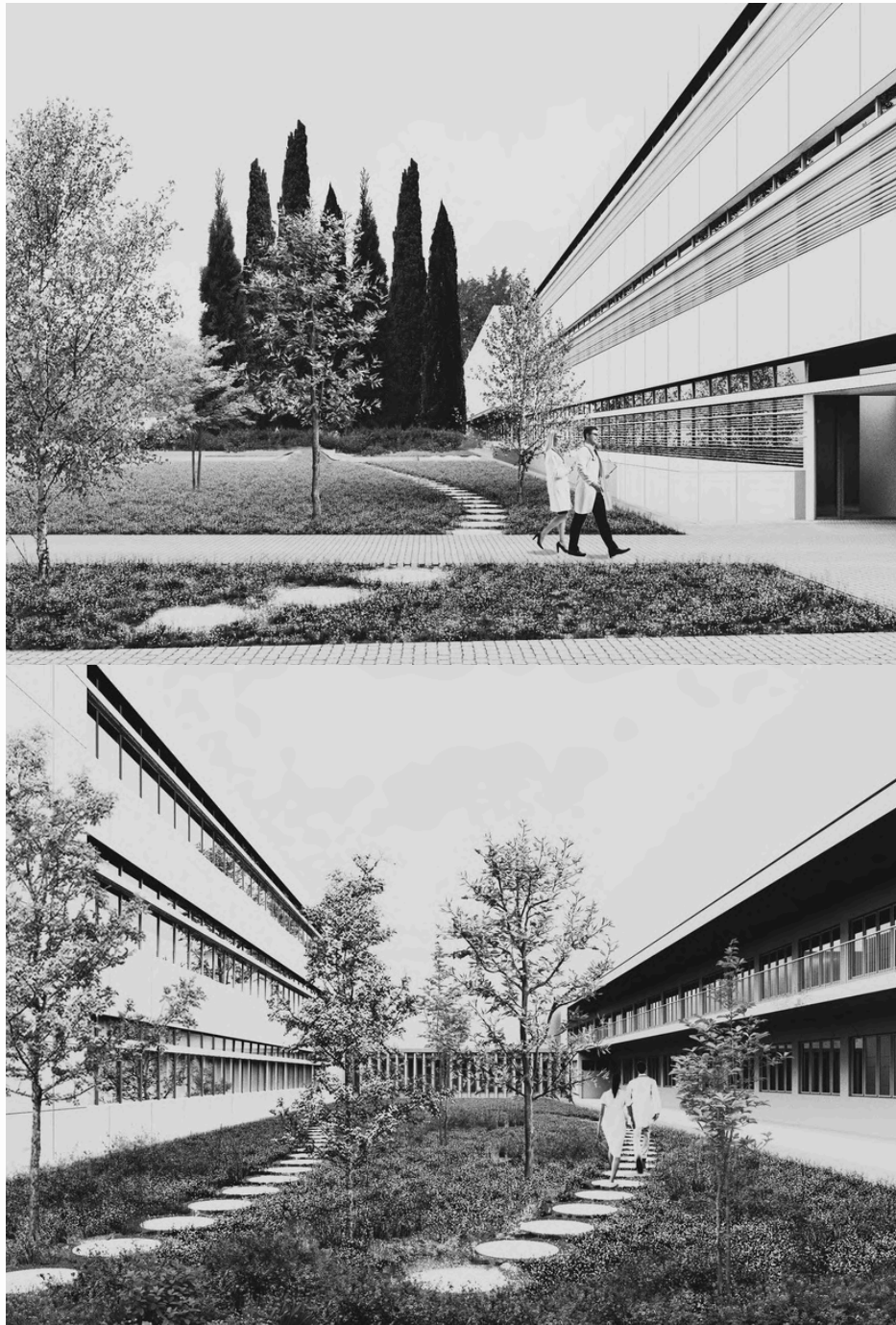
# PROJECTS



- 01** SOLIDARITY CENTRE, GDANSK, POLAND  
Second prize  
*In collaboration with Stelmach Partners.*







## 02 NEONATOLOGY CENTER WITHIN CLINICAL CENTER OF MONTENEGRO

Second prize

*In collaboration with Žaklina Nježić, Mirko Popović, Veljko Vulcanović.*



# REFERENCE LIST





# MEET THE TEAM

*Our strength lies in the diverse expertise of our team. Combining leadership in architecture, urban planning, real estate investment, legal strategy, and hospitality advisory, we ensure a multi-layered approach to every project, delivering both visionary design and financial success.*

## **Ryszard Lesniewski,** Chairman and President

Architect and urban designer with extensive experience in large-scale urban projects across Europe. He co-founded Gray International in 1988 and has since led its growth, focusing on urban revitalization, master planning, and strategic investments. With a commitment to sustainable and innovative design, he has shaped numerous transformative developments, guiding the firm's long-term vision and success.

## **Marko Skuletic,** CEO Montenegro

With 20 years of expertise in marine, hospitality, and investment sectors, Marko has played a key role in Montenegro's major real estate developments. He has advised on residential, tourism, and mixed-use projects, ensuring their strategic growth. As head of Gray International Montenegro, he leads real estate and hospitality advisory, focused on project success and long-term value.

## **Jovana Skuletic,** Lead Architect Montenegro

Licensed architect with broad experience from interior design to master planning. She has worked with leading firms in Montenegro on major residential and hospitality projects. As lead architect for Gray International Montenegro, she ensures the highest standards in architectural and urban development, focusing on sustainable and innovative solutions.



*Gray International is built on the foundation of a family-driven legacy, uniting two families across two generations, alongside trusted partners. Through a seamless blend of familial and professional synergy, we foster collaboration, innovation, and long-term success, ensuring that each project reflects our shared values and commitment to excellence.*

**Eryka Lesniewska**, Head of  
Market Research & Analysis

A Board Member at Gray International Poland and co-founder of Gray International Montenegro. She leads daily operations, marketing, and communications, and is involved in key projects in Poland. Eryka holds a BSc in Management from Warsaw University and an MBA from CMT and Bloomsburg University of Pennsylvania.

**Zbigniew Lesniewski-Schultz**, Executive Vice  
President & Investment  
Director

With over two decades of experience in structuring real estate investments, Zbigniew oversees financial planning and investment strategy at Gray International, ensuring sustainable growth and successful capital management

**Andrew Kozlowski**,  
Head of Legal  
Department, Poland

A U.S. attorney with over 35 years of experience, Andrew has led major legal and financial operations in Poland and Central Europe. He specializes in infrastructure finance, public-private partnerships, and strategic legal counsel.



# COMPLIMENTARY SERVICES

*In addition to our core expertise, Gray International offers a range of complimentary services designed to support clients at every stage of their projects. These services ensure a comprehensive approach to strategic growth, investment, and successful project delivery.*

- Project Management
- Corporate Strategic Advisory
- Financial Engineering
- Commercial Due Diligence
- Capital Raising
- Investment Concierge
- MEP Design
- Real Estate Development





# CONTACT US

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