

**BUSINESS PLAN TO TANZANIA INVESTMENT CENTRE
(TIC)**

IN FAVOUR OF

BERKSHIRE HOTEL GROUP LIMITED

AS

**A PROPOSAL FOR REGISTRATION FOR THE
CERTIFICATE OF INCENTIVES**

2024

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BRIEF SUMMARY OF THE PROJECT

COMPANY: BERKSHIRE HOTEL GROUP LIMITED

ADRESS: P. O. BOX 75077 DAR ES SALAAM

OBJECTIVE: TO ESTABLISH PROJECT FOR A
TOURIST HOTEL RENOVATION

PROJECT VALUE: USD 2,500,000.00

BENEFITS: WELL-PLANNED AND DESIGNED
HOTEL PERFECT FOR TOURISTS'
DESTINATION AND RECREATION
THAT CONTRIBUTE THE STABILITY
AND GROWTH OF THE COUNRTY'S
ECONOMY AND FOREIGN CURRENCY.

IMPLEMENTATION

PERIOD: 5 YEARS

1. Executive Summary

1.1 Introduction

The Berkshire Hotel Group is set to be a full-service Hotel located at Mjimwema Kigamboni with high degree of Quietness comprised of Coast beautiful Beach of Dar es Salaam Region. The Hotel will feature Rooms with clean suits, restaurants, bars and Conference halls creating a differentiated experience with a full menu of moderately priced comfort food influenced by African, Indian, French and Italy and worlds delicious queasiness, but based upon time honored recipes from around the world.

As a business and a 3-Star Hotel, attaining a permanent place in the local market is our primary goal. We wish to acquire national and international repute as an exclusive destination within the next 5 years. We see it as our main mission to provide high quality accommodation, associated amenities and services at justified prices to our targeted clients.

Due to the development, hotel management and experience of the Directors, the hotel will be able to create a high satisfaction level for our clients and visitors, business travelers, tourists and the local economy. Our hotel rooms and facilities including our extraordinary Spa and Health Club will meet the highest standards of the industry and will enable us to offer a high-quality product mix in a prime location of Dar es Salaam City.

We plan to be a 3-star hotel with, restaurants, bars and Conference halls, Rooms and to create an environment of pampered luxury that surpasses the standard fare for hotels, expanding our exposure via the Internet and introducing the hotel to people that have not yet discovered this year-round paradise will allow us to maintain a higher-than-average occupancy rate and above average profits.

The hotel business in Tanzania is mainly focused on the local market rather than the foreign market hence the company will focus the most in foreign market and tourism. For the past few years Tanzania tourism have been contributing to the country economic growth by 17% creates significant opportunities and employments to Tanzanians thus tourism have assisted the country earning foreign currency and supporting economic growth, in that end **BERKSHIRE HOTEL GROUP LIMITED** has come to contribute to the country's economic growth through hotel services and tourism.

This plan provides strategic direction to promoters, financial partners and other stakeholders towards efficient and effective financing, implementation and management of the hotel. It is designed to guide the company over five (5) years from 2024 - 2028.

2. Objectives

Among the objectives of which the company is established are as follows;

- i. To carry on the business of hotel, resort, restaurant, café, bars, refreshment, clubs, places of amusement, recreation, convention, exhibitions, swimming pools and all related businesses.

- ii. To acquire construct, renovate, own, run and manage and to carry on the business of running Hotels, Lodging or Apartments, Motels, Resorts, Restaurants, Lodging Apartments, generally all businesses incidental thereof.
- iii. To carry on the business of and management of and marketing of Hotels, Holiday Resorts, Villas, Lodging, Restaurants, Rest Houses and related businesses.
- iv. To carry on the business of creating brand awareness to allow for growth and development of the Hotel.

3. Location

Nestled alongside the edge of the Indian Ocean with a good view of the sunrise and sunset on the Beach, Berkshire Hotel Group is set on one of the most beautiful Beaches in East Africa, not far from the largest city and financial hub of Tanzania Dar es Salaam. The Hotel can be a base to go on exploring the beautiful Tanzania from the edges of the Indian Ocean Coasts to the beautiful Savanna on the northern part of Tanzania.

Berkshire Hotel Group Limited offices will be located at Dar es Salaam, Kigamboni Municipality, Mjimwema Area, the fastest growing city which comes highly recommendations from the tourists and guests as the city is known for some of its popular attractions which includes Safari Islands, its popular beach along the coastline surrounded by the Dar es Salaam Harbor on the west and the Ocean on the east. The Hotel is located 5 kilometers (about 10 minutes) from Dar Es Salaam city center and a 50-minute drive from Julius Nyerere International Airport.

4. The Company

Berkshire Hotel Group Limited is a company limited by shares and dully incorporated under the laws of Tanzania. The company is within its objectives of launching full scale 3-star hotel establishment in prime locations including on a sandy beach of the Indian Ocean coast.

4.1 Registration and Ownership

The company is established in United Republic of Tanzania and being registered with the Registrar of Companies under the Business Registration and Licensing Agency (BRELA) on this 27th day of March 2024 as a Private Company Limited by Shares with its registration No. 173425392 having 20,000 shares with a value of TZS 100 TZS each.

Berkshire Hotel Group Limited is owned and promoted by four shareholders namely:

Shareholders' Names and Addresses	No. Shares	Nationality
SHABUDIN GULAMHUSEIN KASSAM 2304 – 1 Concorde Place, North York, ON M3C2K6, Canada	6000	Canadian
NASEEM KASSAM 2304 – 1 Concorde Place, North York, ON M3C2K6, Canada	6000	Canadian
FARHAN KASSAM 2304 – 1 Concorde Place, North York, ON M3C2K6, Canada	4000	Canadian
NATASHA KASSAM Plot 260 Lincoln Rd. Villa R4 P.O Box 7507, Dar es Salaam, Tanzania	4000	Canadian

5. Our Services

The Hotel will offer a wide range of services including accommodation consisting of various suites (honeymoon, deluxe, business) and rooms (single and double rooms). Each room includes a bathroom, TV, mini bar, air conditioner and internet access. Several rooms will have a panoramic view while most rooms will have a garden view. Additionally, we will offer security coded entrance to the building and rooms, safety deposit boxes, secure luggage storage, 24-hour reception and business amenities. Our rooms are equipped with two double beds or a queen bed, and rooms with a second bedroom or kitchenette are available

Among the services will include the followings;

i) **Deluxe Room featuring a balcony;**

This spacious air-conditioned room comes with satellite TV, a minibar, safety deposit box and tea-and-coffee-making facilities. The private bathroom includes free toiletries and a hairdryer.

ii) **Deluxe Double Room with Sea View;**

This room will feature a balcony with sea views, an air-conditioned room that comes with satellite TV, a minibar and tea-and-coffee-making facilities. The private bathroom includes free toiletries.

iii) **King Room with Pool View;**

This room contains a double room with special features, a swimming pool access with a view and the fireplace. This air-conditioned double room will have a flat-screen TV with cable channels, a private bathroom and a balcony with sea views. This unit offers two (2) beds.

iv) Food Service/Room Service;

Food service is intended to serve a complimentary breakfast. Room service will offer lunch and dinner to guests but also cater to convention customers during meetings. Due to the nature of our hotel, we will serve healthy foods, and can even provide a special diet service.

v) Recreation;

The services in recreation cover swimming pool, gym, sauna bar and beauty parlor. The intended buildings will have thatched roofs set in a garden with palm trees. Guests can relax on the beach or in the spa and enjoy water sports such as diving, windsurfing and water skiing. Trips to nearby islands are also organized. The open-air restaurant offers panoramic views of the sea and has a buffet and à la carte dishes.

vi) Forums, Weddings and Catering;

As the Hotel becomes established, through the peak season, we plan to expand our services to the residents of Dar es Salaam and surrounding cities in time for the off-season. The large Conference Hall area is ideal for formal or informal gatherings including wedding receptions, club meetings, Christmas parties, family reunions, etc.

vii) Other Services;

Wi-Fi will be available in all areas and free of charge; Free public parking is possible on site, Toilet paper, Towels, Bath or shower, Slippers, Private bathroom, Toilet, Free toiletries, Shower, Linen, Wardrobe or closet, Alarm clock and Dressing room.

The company intend to establish state of the art water sports facilities.

6. Financial Analysis

6.1 Investment and Financing Plan

The initial funding of TZS. 2,600,000,000 will be invested by the company and a Bank Loan through Diamond Trust Bank Tanzania PLC will be finance the investment. The Initial loan of by the Bank will be TZS. 4,100,000,000 and subsequently TZS. 4,160,000,000 respectively. The goal is to fund the growth of the business from its earnings. The financial plan contains these essential factors;

- a. A growth rate in sales of over 15% for the year 2025.
- b. An average sales per month that increases each year, averaging \$300,000 in the first year, \$400,000 the second, and \$450,000 in the third year and continue to fund the growth of the business from the revenues it generates.
- c. The Berkshire Hotel Group expects business to grow steadily until we are at an average of over 55% capacity for the year 2028 with a conservative capacity rate of 50% expected at times. The year 2030 we expect business to grow steadily until we are at an average of over 90% capacity. Expenses will be well managed, allowing Berkshire Hotel Group to make a profit even if the capacity rate drops as low as 45%.

6.2 Important Assumptions

The following captured critical assumptions will determine the potential for future success of the hotel proposed plan and objectives;

- i. A healthy economy that supports a moderate level of growth in the market.
- ii. The ability to support a gross margin percentage of more than 65%
- iii. Keeping operating costs low, particularly around product purchases and ongoing monthly expenses.
- iv. The corporate tax charged is 30% of the profits. Some of the capital assets are exempt from custom duty and Value Added Tax. The straight-line method to depreciate the project's capital items has been applied.
- v. Revenues have been conservatively estimated based on experience of the stakeholders and trends in the hotel and tourism industry.

7. Project Investment

The estimated capital investment for the project is **USD 2,500,000.00**

Berkshire Hotel Group Limited Cost structure:

Renovation Plan

Exchange Rate: 2,600 TZS

Phase I - Hotel Facelift			
	General	USD	TZS
1	Demolish Old Meeting Building	2,000	5,200,000
2	Clear Bush	3,000	7,800,000
3	Install Fencing	5,000	13,000,000
4	Install LED Lighting	3,000	7,800,000
5	Paint Throughout	3,000	7,800,000
6	Fix Roadway	2,000	5,200,000
7	Install Signage	1,000	2,600,000
8	Fix roof on F&B Building	2,000	5,200,000
9	Improve Kitchen and Equipment	20,000	52,000,000
10	Improve Gardens	5,000	13,000,000
11	New Outdoor furniture	10,000	26,000,000
		56,000	145,600,000

Guest Rooms

12	New Locks	10,000	26,000,000
13	New TVs	25,000	65,000,000
14	New Linen	10,000	26,000,000
15	Laundry Equipment	10,000	26,000,000
16	Split A/C	10,000	26,000,000
17	Refresh Rooms	25,000	65,000,000
18	Refresh Public Washroom	10,000	26,000,000
		100,000	260,000,000
Phase I - Total Facelift Costs		156,000	405,600,000
Phase II - Swimming Pool, New Construction Building's Ground Floor Renovation			
1	Swimming Pool	75,000	195,000,000
2	Board and Paint all upper floors of the new building	5,000	13,000,000
3	New Lobby	20,000	52,000,000
4	Kitchen	20,000	52,000,000
5	Kitchen Equipment	15,000	39,000,000
6	Meeting Rooms	20,000	52,000,000
7	Washrooms	20,000	52,000,000
8	New store front windows & doors	40,000	104,000,000
9	Main Entrances Auto Sliding	15,000	39,000,000
10	Millwork and furniture	20,000	52,000,000
11	Exterior Landscaping	10,000	26,000,000
12	New parking lot interlocking at the front	15,000	39,000,000
13	Interior and exterior lighting	5,000	13,000,000
14	Architect Fees	5,000	13,000,000

15	Improve General Curb Appeal	5,000	13,000,000
16	Replace flag poles	2,000	5,200,000
17	Build Ramp for Wheel chair Access	3,000	7,800,000
18	New Fence for covered waste Bin Area	7,000	18,200,000
	Phase II - Total	302,000	785,200,000
Phase III - Further Additions to the existing capacity			
1	Additional expansion/addition will be done to enhance business operations. This will be done after a few months of operating the hotel. The additional new guest rooms and meeting space will tap in customers that are ready to pay a premium price for a brand-new experience.	842,000	2,189,200,000
	Phase III - Total	842,000	2,189,200,000
	Phase IV		
	Water sport facilities	200,000	
	Grand Total	1,500,000	3,380,000,000

8. Implementation

8.1 Implementation timetable

The table below shows the implementation timetable of the investments and other activities, especially procurement of key equipment, Human Resource recruitment and launch of operations among others.

No.	Timelines In Months	Items To Be Procured
1.	May, 2024	Contractors & Renovation Plan
2.	April, 2024	Hotel Equipment's
2.	June, 2024	Vehicles & Logistics plan
5.	July, 2024	Plastic Raw Materials
6.	August,2024	Other Assorted Machines
7.	September, 2024	Furniture, Equipment & Fittings

8.	October, 2024	Machines Installation
9.	November, 2024	Human Resource

		Recruitment
11.	December & January, 2025	Arrangement of site Location
12.	February, 2025	Launch of Operations

9. Management and Key Personnel

The Hotel will have a well-established human resource policy to handle the planned investment. Key among the facts of the policy is an underlying dogma that majority jobs should go to indigenous persons and should be well-paying. In general, the staff shall be placed into three different categories: Administration/Management, Guest Services and Maintenance/Support staff. Administration positions shall range from managers to secretaries. Guest services staff are maids, waiter/waitress and cooks. Finally, the support staffs to maintain the hotel are electricians, plumbers, gardeners and cleaners.

Managers will have wide range of duties than other members of staff. The Managing Director will deal with the finance and staff issues surrounding the hotel, while General Managers will have more flexible list of duties, which could include working in any area of the hotel. Executive Housekeeper will be responsible for the smooth running of the guest rooms. The Front Office Manager will be responsible for guest reservations while the Restaurant Manager would be in charge of the foods and drinks provided by the hotel. The Convention Manager will be employed to coordinate all activities relating to meetings, these will include meeting with the guests to ensure that the required schedule is correctly planned.

Managers will have a variety of assistants, whose job descriptions will depend on the hotel's expansion overtime. It shall be the role of the Assistant Managers to employ and arrange the training of new staff, supervise staff and organize the running of their departments like ordering of supplies. Managers and Assistant Managers could have a personal assistant and/or secretary to do secretarial duties.

9.1 Manpower

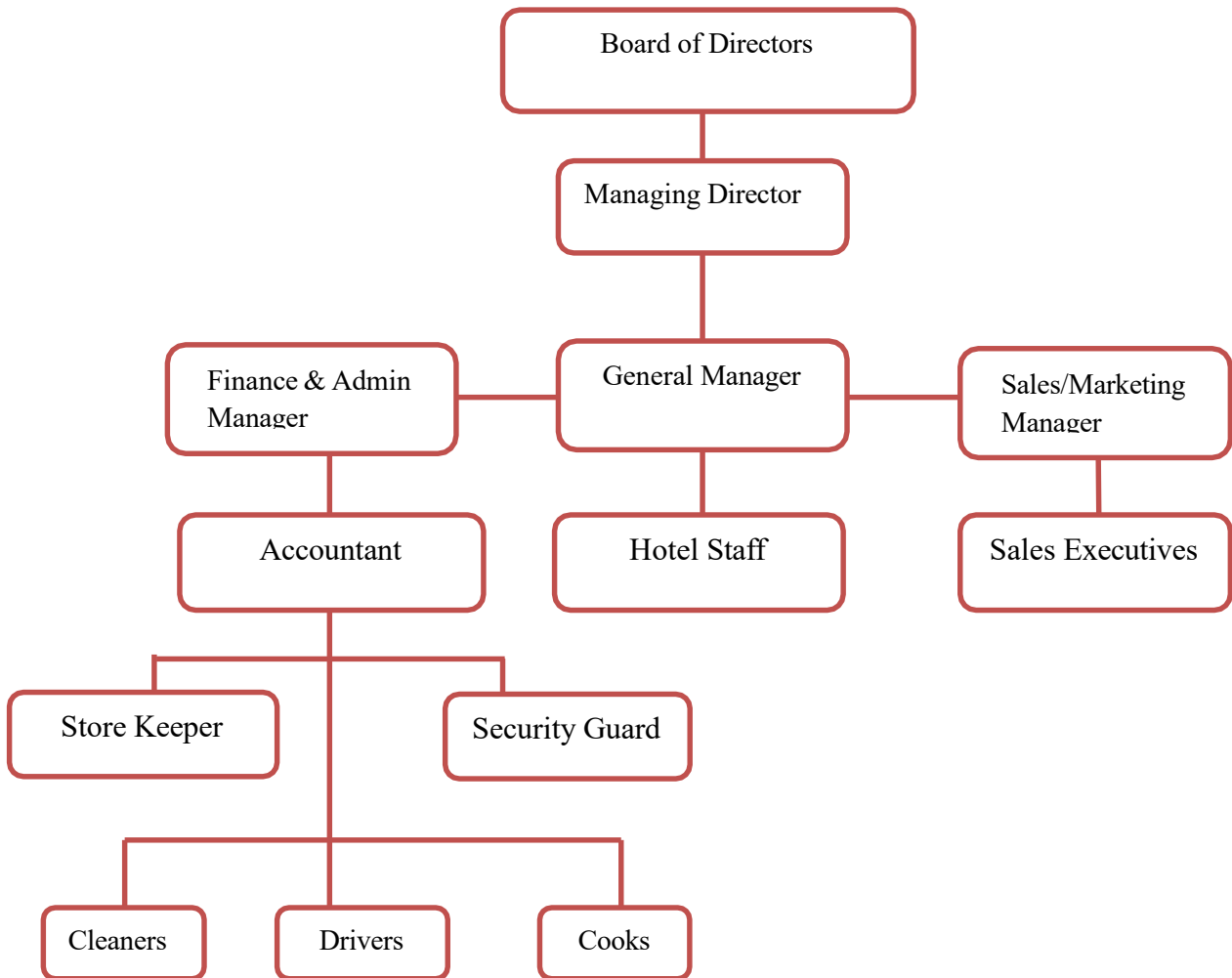
Employees Distribution Summary;

Employment	Foreign Skilled	Local Skilled	Local Unskilled	Total
Women	4	36	20	60
Men	4	24	12	40
TOTAL	8	60	32	100

9.2 Organization and Management

The company will have its activities divided, organized and coordinated in various ways from the Board of Directors (BODs), management and all staff who will play different roles. Organizational structure of the Hotel is shown below;

9.3 Organization Structure of Berkshire Hotel Group Limited



10. Risk Analysis

No business is without risks. This Plan is based on the strong assumptions that the Hotel will make profits; thereby more investment funds will be available for expansion into other product portfolio. It is also further assumed that there will be no major business interruption either due to the global financial meltdown or market dynamics, environmental and climate factors or pandemic outbreak such as COVID19 in the future. Lastly, we hope that the Hotel will grow from strength to strength to withstand any future risks.

10.1 Market Risks

The capacity to generate cash flows from the hotel business is subject to general economic, market, competitive, regulatory and other risk factors, many of which are outside the Company's control. For example, our competitors might lower their services prices attracting more clients. Another competitor may introduce a new, better product or service at a lower price. The Hotel shall have contingency plans to deal with the market risks.

10.2 Political and Economic Conditions

We must be cognizant of the risks like decline in economic growth that could decrease demand for the hospitality industry, potentially reducing profitability hence reducing cash flows. For example, an economic crisis decreases the purchasing power of customers and negatively affects the financial condition and credit worthiness of customers. Further economic risk can arise from new unforeseen regulatory requirements like rise in taxes that can negatively impact on sales and the industry's growth rate drops. Operational costs can exceed our forecasts; hence sales projections would not be achieved.

10.3 Financial Risks

The ability to meet the financial obligations and provide for planned growth depends on the Hotel having access to adequate sources of working capital. Other financial risks are lack of working capital to enhance operations of the hotel, underestimating costs; overestimating the growth of sales; and or fast growth which may not be properly dealt with by the hotel in the short term.

The above risks notwithstanding, it is hoped that Berkshire Hotel Group will continue to steer operations of the company either off or through any risk that will face in the future. This optimism arises out of the fact that the owners and management of Berkshire Hotel Group astute businesspersons who have so far managed their business successfully. To mitigate the risks of theft, fire accidents etc. The company has and will continue to take comprehensive insurances to all of her assets.

11. Socio-Economic Aspects

Tanzania's hospitality and tourism sector has been steadily growing over the last two decades especially the small and medium scale Enterprises (SMEs). SMEs like our Hotel present the greatest opportunity to generate employment, increase productivity, generate taxes for Government coffers and stimulate economic

growth in the country. The favorable macro-economic environment has enabled various economic activities to flourish and improved people's livelihood country wide, although the COVID 19 disruptions has heavily and negatively impacted on the sector since 2020.

The Government is committed to full opening of the economy starting in January 2022, including launching campaigns to stimulate tourism like Tanzania The Royal Tour featuring our president Samia Suluhu Hassan aiming at provision of favorable environment to allow the private sector to provide employment opportunities to Tanzanians. The private sector likewise enjoys a healthy dialogue with Government over policy through umbrella bodies such as the Tanzania Tourist Board.

12. Mission

The mission of Berkshire Hotel Group is to become the best choice in Dar es Salaam and Tanzania at large for local and tourist recreation and escape by expanding our exposure via the Internet (with multiple networks and links), and introducing the area to market segments that have not yet discovered this year- round hotel's dream, also to create an environment of conveniences that surpasses the standard fare for International Hotels.

13. Keys to Success

The primary keys to success for Berkshire Hotel will be based on the following factors:

- i. Provide a remarkable facility with well attention to detail at first sight.
- ii. Give each guest a sense that they are our top priority.
- iii. Provide a menu with exquisite meals.
- iv. Retain our guests to ensure repeat bookings and referrals.

14. Market Segmentation

14.1 Market Strategy

Berkshire Hotel Group Limited market strategy is based on becoming a destination choice for the people around the world who are looking for a place to relax or recharge in Dar es Salaam Tanzania. Our marketing strategy is based on superior performance in the following areas: Quality facilities, beautiful location and Customer service targeting the market in three segments; **Tourists, Vacationers** and **Drop-ins**. The primary marketing opportunity is selling to these accessible target market segments by focusing on their vacation and recreational needs.

a. Tourists

Tourists from tourist originating countries like Canada, India, Italy, Germany, France Switzerland, Belgium, Scandinavia, U.S.A. and England. And the local who traditionally prefer the cozy environment of the remaining game sanctuaries in the world: These are our most important groups of potential customers; the Hotel will create climate attractive environment surroundings of hotels. Creating a "home away from home" which is often more beautiful and palatial than where they are travelling.

b. Vacationers

During the summer season, Dar es Salaam area is a beautiful sandy beach retreat and other outdoor recreational activities. Dar es Salaam locale is one of the among the most fun and amazing places with amazing beaches to visit in Tanzania also as a one stop center for touring the northern part of the amazing Tanzania. The vacationers are on our target list of customers.

c. Drop-ins

At the availability of our precious guests' rooms and suits, we will welcome the drop-in customer who is looking for a place to stay for the night in the City of Dar es Salaam or transitioning the other cities in Tanzania or neighboring countries.

14.2 Sales Strategy

The Berkshire Hotel Group will rent its rooms directly to repeat customers, as well as via traditional travel agents and through the Internet. All reservations will be handled by our esteemed customer service provider. Repeat customers will have the privilege of priority reservations during the high season. As mentioned above, we will also list the Berkshire Hotel on our website, which will make it available to millions of international tourists.

The Company will market its hotel and its services provided to various associations, Real estate's agencies, tours companies, airports and bus stations. Also, mass media instruments like radios, newspapers, and social media and Television stations will be used to advertise the project to the prospectors.

14.3 Sales Forecast

The sales forecast table is broken down into two main revenue streams: Reservations and Drop-ins. The sales forecast for the upcoming year is based on a 15% growth rate for direct sales. Berkshire Hotel Group has a number of rooms to offer its guests at a rate of \$45 to \$200 per night depending with the room. In spite of the economic unpredictability we are experiencing, these projections appear attainable and take the increasing base into consideration. Growth rates for the years 2024 to 2026 are based on percentage increases as follows:

i. Reservations: 10% growth rate per year.

ii. Drop-ins: 10% growth rate per year.

14.4 Website Marketing Strategy

The Berkshire Hotel Group website will focus on the features the hotel has to offer. Each room with its different options will be on the site as well as pictures of the Hotel and the facilities that it has to offer. The lunch/dinner menu will be displayed. Room rates will be given, with maps on how to get to here. Attractions local color will be shown. Reservations can be made online if the consumer wishes to do so.

Day to day operations of the marketing and sales department will involve research and sales visits to potential customers, maintain and develop a

computerized customer and prospect database, maintain and develop existing and new customers through planned individual account support, and liaison with internal operations / dispatch staff, and coordinating the research function of the company.

15. Projections of financial position of the investment project

15.1 Projected Income Statements

The projected income statement and cash flow shows positive profit and net inflows respectively throughout the investment cycle. Over the projected period (Periods under evaluation) from the beginning of year one to five the turnover of Berkshire Hotel Group shows a positive growth. The Berkshire Hotel Group Interest cover shows the operation will generate sufficient profit to meet all its interest obligations as its profits before financial charges covers interest obligations by above one times for the whole period of the loan. The profits indicate the expected positive growth of business. The Projected Income Statement is Annexed herein as **Annexure 01**.

15.2 Projected Profit and Loss

The Berkshire Hotel Group projected income statement for the next three years as shown in the appendices. As mentioned above, earnings are subject to seasonal fluctuations. The owners will, however, strengthen the Berkshire Hotel Group market position among the local communities who will patronize the establishment during the low season, and thus offset the negative impact of the season. The Projected Profit and Loss is Annexed herein as **Annexure 02**.

15.3 Projected Cash Flow Statement

The cash flow statement intends to forecast Berkshire Hotel Group Limited future cash inflows and outflows. The Cash inflows the Hotels sales revenue, interest income, and capital gains. Cash outflows show the hotel payments of salaries, rent, and marketing expenses monthly. The Projected Cash Flow Statement is Annexed herein as **Annexure 03**.

15.4 Projected Balance Sheet

The balance sheet includes the projected assets and liabilities of Berkshire Hotel Group Limited in the future five financial accounting years. The Projected Balance Sheet for the Hotel is Annexed herein as **Annexure 04**.

16. Environmental and Occupational Safety Considerations

16.1 Environmental Impact

a. Staff Wear

The company will provide cooker and Dishwasher with standard uniforms including rubber boots and gloves. Whenever an opportunity prevails, the company provides them safety training as the businesses get better.

b. Waste Disposal

Our effective hotel waste management plan includes Waste separation at the source with bins for different types of waste, such as recyclables (paper, plastic, glass), organic (food scraps) and non-recyclables.

c. Fire Protection

The property has in place an adequate fire protection system. Portable fire extinguishers are installed. The firefighting equipment is regularly inspected to keep them active all the time.

17. Conclusion and Recommendation

17.1 Conclusion:

BERKSHIRE HOTEL GROUP LIMITED set out a proposal to invest in the establishment of a hotel and accommodation business at plot 1 & 2 under certificate of Title Number 40921 & 54276 at Mjimwema Kigamboni Area, Dar es Salaam Region, Tanzania.

The Executive Summary highlights indicate that the proposed project will be financial and economically viable, the project will generate significantly to the social and economic progress by way of increasing the provision of quality tourism in the country. It is recommended that the project be accorded the required institutional support to pave the way for its expeditious establishment and development.

17.2 Recommendation:

Based on the above factors the consultant recommends that the Proprietor be granted with the certificate of Incentives from Tanzania Investment Center (TIC) for the Continues improvement of this project at the earliest date possible.

18. Final Observation

This is a viable and worth capital-intensive business undertaking and the required investments is profitable. The risks associated with the business can be mitigated in the short term so as to build a strong foundation for future growth. Nonetheless, the higher the risks, the higher the returns on investment, hence the faster the business growth. Besides, the business will create direct and indirect employment to around almost a Hundred of locals. It will also generate the much-needed revenues to the Government hence boosting the country's economy.

The project is technically feasible, financially viable, and economically sound, provided the sponsors will manage it efficiently. It is recommended that the project be approved by Tanzania Investment Centre and be granted the TIC Certificate of Incentives with its associated privileges and benefits as provided for under the Tanzania Investment Act, No. 10 of 2022.

Basic Information

Name of Company: Berkshire Hotel Group Limited,
Address: P.O. Box 75077,
Plot 1 & 2,
Kibugumo B,
Mjimwema, Kigamboni,
Dar Es Salaam,
Tanzania.

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Adv. Alais Rundya Mwashu

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Tel: +255-763 501 410

Sunrise Beach Resort
Profit and Loss
May - December 2024
in USD

USD: TZS 2,600

	Days Assumptions	USD: TZS 2,600								
		31 May-24	30 Jun-24	31 Jul-24	31 Aug-24	30 Sep-24	31 Oct-24	30 Nov-24	31 Dec-24	245 Total
INCOME										
Accommodation Revenue - Existing		46,345	68,250	78,988	72,912	65,520	67,704	55,440	41,664	496,823
<i>ADR</i>		65	70	70	70	65	65	60	60	66
<i>OCCUPANCY</i>		50%	65%	65%	60%	60%	60%	55%	40%	55%
<i>ROOMS</i>	Total: 56 Rooms, 10 out of order	46	50	56	56	56	56	56	56	7,526
Accommodation Revenue - New Building		-	-	-	-	-	-	-	-	-
<i>ADR</i>		-	-	-	-	-	-	-	-	-
<i>OCCUPANCY</i>		0%	0%	0%	0%	0%	0%	0%	0%	0%
Additional Revenue (Meeting Space/F&B) - New Building		-	-	-	-	-	-	-	-	-
Beverages (BOT)	LY + 10%	6,436	5,970	5,340	7,189	4,991	5,629	5,420	12,499	53,473
Others	LY + 5%	57	28	-	-	707	-	-	101	893
Swimming	LY + 5%	7,589	4,788	3,905	5,327	4,400	6,267	6,081	15,942	54,297
Food (KOT)	LY + 5%	13,612	13,359	14,629	14,988	9,580	13,847	12,060	23,285	115,361
SPA	LY + 5%	40	219	101	133	20	-	-	40	554
Entrance charges	LY + 5%	3,243	2,447	2,395	2,358	1,770	1,864	2,280	3,776	20,133
Laundry	LY + 5%	-	-	109	66	470	-	-	-	646
Total Income		77,322	95,062	105,467	102,973	87,457	95,311	81,282	97,307	742,180
Amount Exc VAT		65,527	80,561	89,379	87,266	74,116	80,772	68,883	82,463	628,966
VAT		11,795	14,501	16,088	15,708	13,341	14,539	12,399	14,843	113,214
COST OF SALES										
Food (KOT) purchases	Historical % of Revenue	8,723	10,724	11,898	11,616	9,866	10,752	9,169	10,977	83,725
Beverages (BOT) Purchases	Historical % of Revenue	5,128	6,304	6,994	6,829	5,800	6,321	5,390	6,453	49,218
Swimming pool costs	Historical % of Revenue	1,119	1,375	1,526	1,490	1,265	1,379	1,176	1,408	10,737
Other - COS/Discounts given - COS	Historical % of Revenue	214	263	292	285	242	264	225	269	2,055
Total Cost of SALES		15,183	18,666	20,710	20,220	17,173	18,715	15,961	19,107	145,735
Gross Profit		50,344	61,894	68,669	67,046	56,943	62,056	52,922	63,356	483,231
EXPENSES										
Salaries & wages	Targeted at 10% of Revenue	7,732	9,506	10,547	10,297	8,746	9,531	8,128	9,731	74,218
Administration costs										
Cleaning & fumigation costs	LY + 2%	2,751	863	926	59	29	98	16	14	4,756
Decoration costs	LY + 2%	-	-	-	8	-	-	-	-	8
Laundry costs	LY + 2%	18	38	256	4	-	-	29	22	366
Music & Guest entertainment	LY + 2%	55	106	110	255	306	337	220	760	2,149
Printing & stationery	LY + 2%	70	190	49	115	23	122	2	2	572
Telephone & internet costs	LY + 2%	4,410	4,801	245	575	4,278	6,737	4,999	10,224	36,269
Transport and fuel costs	LY + 2%	792	296	100	220	817	439	594	583	3,841
House keeping expences	LY + 2%	1,371	843	1,007	158	18	183	-	152	3,731
Other general and administrative expenses	LY + 2%	2,276	6,173	3,736	2,309	1,156	4,725	1,124	2,361	23,860
17002 Bank charges	LY + 2%	39	30	25	35	35	180	95	276	715
General Manager(GM)	\$1,000 per month	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	8,000
Advertisement	Historical % of Revenue	89	110	122	119	101	110	94	113	859
TV subscriptions	LY + 2%	132	56	65	112	156	95	117	56	788
Commissions	Historical % of Revenue	891	1,096	1,216	1,187	1,008	1,099	937	1,122	8,556
Electricity & water charges	Historical % of Revenue	3,807	4,680	5,193	5,070	4,306	4,693	4,002	4,791	36,541
Generator running costs	Historical % of Revenue	189	233	258	252	214	233	199	238	1,818
Repairs & maintenance	Historical % of Revenue	1,251	1,537	1,706	1,665	1,414	1,541	1,315	1,574	12,003
Security costs	LY + 2%	1,180	1,180	1,180	1,180	1,180	1,280	1,220	1,239	9,641
Accounting Fees	\$500 per month	500	500	500	500	500	500	500	500	4,000
Other selling expenses	Historical % of Revenue	381	468	520	507	431	470	401	479	3,657
City Service levy	Historical % of Revenue	161	199	220	215	183	199	170	203	1,550
Bed Night Levy	Historical % of Revenue	337	415	460	449	382	416	355	425	3,239
Total Administration Expenses		21,702	24,814	18,894	15,996	17,537	24,458	17,387	26,134	166,921
TOTAL EXPENSES		29,434	34,320	29,441	26,293	26,282	33,989	25,515	35,865	241,139
NET EARNINGS BEFORE INTEREST		20,910	27,574	39,229	40,752	30,660	28,068	27,407	27,491	242,092
Interest (accrual only)		34,397	33,669	35,178	35,581	34,828	47,854	46,841	48,940	317,289
NET EARNINGS AFTER INTEREST		(13,487)	(6,095)	4,051	5,171	(4,168)	(19,786)	(19,434)	(21,448)	(75,197)
Add back interest (18 Months Moratorium period only)		34,397	33,669	35,178	35,581	34,828	47,854	46,841	48,940	317,289
Less: Principal Payment		-	-	-	-	-	-	-	-	-
Free Cashflow		20,910	27,574	39,229	40,752	30,660	28,068	27,407	27,491	242,092
Opening Cash		-	20,910	48,484	87,712	128,465	159,125	187,193	214,600	-
Closing Cash		20,910	48,484	87,712	128,465	159,125	187,193	214,600	242,092	242,092
Loan Taken		2,700,000	-	-	-	-	-	-	-	2,700,000
Additional Loan for Renovation		300,000	-	-	-	-	1,000,000	-	-	1,300,000
Principal Payment		-	-	-	-	-	-	-	-	-
Loan Amount (with accrued interest added)		3,000,000	3,034,397	3,068,067	3,103,244	3,138,825	4,173,653	4,221,507	4,268,349	4,268,349
Loan Interest - Accrued (Not Paid)		34,397	33,669	35,178	35,581	34,828	47,854	46,841	48,940	317,289

New Building to be renovated for Year

Sunrise Beach Resort
Profit and Loss
January - December 2025
in USD

	31	28	31	30	31	30	31	31	30	31	30	31	365
	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Total
INCOME													
Accommodation Revenue	53,122	47,981	53,122	62,832	82,373	104,832	108,326	101,556	91,980	95,046	74,256	59,024	934,450
ADR	68	68	68	68	73	78	78	78	73	73	68	68	73
OCCUPANCY	45%	45%	45%	55%	65%	80%	80%	75%	75%	75%	65%	50%	63%
ROOMS	56	56	56	56	56	56	56	56	56	56	56	56	12,877
Accommodation Revenue - New Building	-	-	-	-	-	-	-	-	-	-	-	-	-
ADR	-	-	-	-	-	-	-	-	-	-	-	-	-
OCCUPANCY	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	-
Additional Revenue (Meeting Space/F&B) - New Building	-	-	-	-	-	-	-	-	-	-	-	-	-
Beverages (BOT)	8,707	8,026	7,572	4,688	6,758	6,269	5,607	7,548	5,240	5,910	5,691	13,123	85,141
Others	85	-	-	514	60	30	-	-	742	-	-	106	1,537
Swimming	10,439	3,774	5,442	3,609	7,968	5,027	4,100	5,593	4,619	6,580	6,385	16,739	80,276
Food (KOT)	17,771	11,537	14,298	9,567	14,293	14,027	15,360	15,737	10,059	14,540	12,663	24,449	174,303
SPA	42	360	170	106	42	230	106	140	21	-	-	42	1,260
Entrance charges	5,065	1,794	2,048	1,715	3,405	2,570	2,515	2,476	1,858	1,957	2,394	3,965	31,762
Laundry	319.09	245	176	58	-	-	115	70	494	-	-	-	1,476
Total Income	95,551	73,717	82,828	83,090	114,899	132,984	136,129	133,120	115,014	124,033	101,390	117,449	1,310,204
Amount Exc VAT	80,975.65	62,472	70,193	70,415	97,372	112,699	115,364	112,814	97,469	105,113	85,924	99,533	1,110,343
VAT	14,575.62	11,245	12,635	12,675	17,527	20,286	20,765	20,307	17,544	18,920	15,466	17,916	199,862
COST OF SALES													
Food (KOT) purchases	10,779	8,316	9,344	9,373	12,962	15,002	15,357	15,017	12,975	13,992	11,438	13,249	147,803
Beverages (BOT) Purchases	6,337	4,889	5,493	5,510	7,620	8,819	9,028	8,828	7,627	8,225	6,724	7,789	86,887
Swimming pool costs	1,382	1,066	1,198	1,202	1,662	1,924	1,969	1,926	1,664	1,794	1,467	1,699	18,955
Other - COS/Discounts given - COS	265	204	229	230	318	368	377	369	318	343	281	325	3,628
Total Cost of SALES	18,762.56	14,475	16,264	16,316	22,562	26,113	26,731	26,140	22,584	24,355	19,909	23,062	257,273
Gross Profit	62,213.08	47,997	53,929	54,099	74,810	86,586	88,633	86,674	74,885	80,757	66,015	76,470	853,069
EXPENSES													
Salaries & wages	9,555	7,372	8,283	8,309	11,490	13,298	13,613	13,312	11,501	12,403	10,139	11,745	131,020
Administration costs													
Cleaning & fumigation costs	1,011	952	922	879	2,779	872	935	60	30	99	16	14	8,568
Decoration costs	20	-	-	-	-	-	-	8	-	-	-	-	28
Laundry costs	-	238	-	-	18	38	258	4	-	-	30	22	608
Music & Guest entertainment	343	228	289	250	55	107	111	258	309	341	222	768	3,280
Printing & stationery	-	14	-	117	70	192	50	116	23	123	2	2	710
Telephone & internet costs	224	372	197	220	4,455	4,849	248	581	4,320	6,804	5,049	10,326	37,645
Transport and fuel costs	637	500	961	361	800	299	101	222	825	443	599	589	6,337
House keeping expences	333	-	-	8	1,385	851	1,017	159	18	185	-	153	4,109
Other general and administrative expenses	6,502	1,117	2,139	728	2,299	6,234	3,774	2,332	1,168	4,772	1,135	2,385	34,585
17002 Bank charges	21	30	30	21	40	30	26	35	35	182	96	279	825
General Manager(GM)	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	13,200
Advertisement	111	85	96	96	133	154	158	154	133	144	117	136	1,516
TV subscriptions	110	52	77	77	133	56	66	113	157	96	119	56	1,112
Commissions	1,102	850	955	958	1,325	1,533	1,569	1,535	1,326	1,430	1,169	1,354	15,105
Electricity & water charges	4,704	3,629	4,078	4,091	5,657	6,547	6,702	6,554	5,663	6,107	4,992	5,783	64,508
Generator running costs	234	181	203	204	281	326	333	326	282	304	248	288	3,210
Repairs & maintenance	1,545	1,192	1,340	1,344	1,858	2,151	2,202	2,153	1,860	2,006	1,640	1,899	21,190
Security costs	1,192	1,192	1,192	1,192	1,192	1,192	1,192	1,192	1,192	1,293	1,232	1,252	14,506
Accounting Fees	550	550	550	550	550	550	550	550	550	550	550	550	6,600
Other selling expenses	471	363	408	409	566	655	671	656	567	611	500	579	6,456
City Service levy	200	154	173	174	240	278	284	278	240	259	212	245	2,736
Bed Night Levy	417	322	361	363	501	580	594	581	502	541	442	513	5,718
Total Administration Expenses	20,826	13,121	15,072	13,141	25,437	28,596	21,939	18,967	20,300	27,390	19,469	28,292	252,551
TOTAL EXPENSES	30,381	20,493	23,355	21,450	36,927	41,894	35,552	32,279	31,801	39,793	29,608	40,037	383,571
NET EARNINGS	31,832	27,504	30,574	32,649	37,883	44,691	53,081	54,395	43,084	40,964	36,406	36,433	469,498
Interest	49,501	45,223	50,587	49,517	51,167	49,517	51,167	51,167	49,517	51,167	48,978	50,054	597,561
NET EARNINGS AFTER INTEREST	(17,669)	(17,719)	(20,013)	(16,867)	(13,284)	(4,825)	1,914	3,228	(6,433)	(10,203)	(12,572)	(13,621)	(128,063)
Add back interest (12 Months Moratorium period only)	49,501	45,223	50,587	49,517	-	-	-	-	-	-	-	-	194,828
Less: Principal Payment (after 18 months moratorium)	-	-	-	-	-	-	-	-	-	-	48,534	48,534	97,068
Free Cashflow	31,832	27,504	30,574	32,649	(13,284)	(4,825)	1,914	3,228	(6,433)	(10,203)	(61,106)	(62,155)	(30,303)
Opening Cash	242,092	273,924	301,428	332,002	364,652	351,368	346,543	348,457	351,684	345,252	335,049	273,943	273,943
Closing Cash	273,924	301,428	332,002	364,652	351,368	346,543	348,457	351,684	345,252	335,049	273,943	211,788	211,788
Additional Loan for Renovation	-	-	-	-	-	-	-	-	-	-	48,534	48,534	-
Principal Payment	-	-	-	-	-	-	-	-	-	-	-	-	97,068
Loan Amount (with accrued interest added until Mar 25)	4,317,289	4,366,790	4,412,013	4,462,600	4,462,600	4,462,600	4,462,600	4,462,600	4,462,600	4,462,600	4,414,066	4,365,532	4,365,532
Loan Interest - Accrued (not paid until Mar 25, paid thereafter)	49,501	45,223	50,587	49,517	51,167	49,517	51,167	51,167	49,517	51,167	48,978	50,054	597,561

Sunrise Beach Resort
Profit and Loss
January - December 2026
in USD

	31 Jan-26	28 Feb-26	31 Mar-26	30 Apr-26	31 May-26	30 Jun-26	31 Jul-26	31 Aug-26	30 Sep-26	31 Oct-26	30 Nov-26	31 Dec-26	365 Total
INCOME													
Accommodation Revenue	72,044	65,072	72,044	83,664	106,938	132,804	137,231	129,158	118,272	122,214	97,608	79,248	1,216,298
ADR	83	83	83	83	88	93	93	93	88	88	83	83	88
OCCUPANCY	50%	50%	50%	60%	70%	85%	85%	80%	80%	80%	70%	55%	68%
ROOMS	56	56	56	56	56	56	56	56	56	56	56	56	13,899
Accommodation Revenue - New Building	38,167	34,474	38,167	43,416	53,946	65,136	67,307	63,649	58,986	60,952	49,896	41,515	615,612
ADR	108	108	108	108	113	118	118	118	113	113	108	108	112
OCCUPANCY	57%	57%	57%	67%	77%	92%	92%	87%	87%	87%	77%	62%	75%
Additional Revenue (Meeting Space/F&B) - New Building	13,783	12,449	13,783	15,678	18,619	21,528	22,246	21,037	20,358	21,037	18,018	14,992	213,525
Beverages (BOT)	9,143	8,428	7,951	4,923	7,096	6,582	5,887	7,925	5,502	6,206	5,976	13,780	89,398
Others	89	-	-	540	63	31	-	-	779	-	-	111	1,613
Swimming	10,961	3,962	5,714	3,790	8,367	5,278	4,305	5,873	4,850	6,909	6,704	17,576	84,290
Food (KOT)	18,660	12,114	15,013	10,046	15,007	14,729	16,128	16,524	10,562	15,267	13,297	25,671	183,018
SPA	45	378	178	111	45	241	111	147	22	-	-	45	1,323
Entrance charges	5,318	1,883	2,151	1,801	3,575	2,698	2,640	1,951	2,055	2,514	2,514	4,163	33,350
Laundry	335	257	185	61	-	-	121	73	518	-	-	-	1,550
Total Income	168,545	139,018	155,185	164,029	213,654	249,028	255,977	246,987	221,801	234,640	194,013	197,101	2,439,977
Amount Exc VAT	142,835	117,811	131,513	139,007	181,063	211,041	216,929	209,311	187,967	198,847	164,417	167,035	2,067,777
VAT	25,710	21,206	23,672	25,021	32,591	37,987	39,047	37,676	33,834	35,792	29,595	30,066	372,200
COST OF SALES													
Food (KOT) purchases	19,013	15,682	17,506	18,504	24,102	28,093	28,876	27,862	25,021	26,469	21,886	22,235	275,251
Beverages (BOT) Purchases	11,177	9,219	10,291	10,878	14,169	16,515	16,975	16,379	14,709	15,560	12,866	13,071	161,809
Swimming pool costs	2,438	2,011	2,245	2,373	3,091	3,603	3,703	3,573	3,209	3,395	2,807	2,852	35,300
Other - COS/Discounts given - COS	467	385	430	454	592	690	709	684	614	650	537	546	6,756
Total Cost of SALES	33,096	27,298	30,472	32,209	41,953	48,899	50,264	48,499	43,553	46,074	38,097	38,703	479,117
Gross Profit	109,739	90,514	101,041	106,799	139,110	162,141	166,665	160,812	144,414	152,773	126,321	128,332	1,588,660
EXPENSES													
Salaries & wages	15,169	12,512	13,967	14,763	19,229	22,413	23,038	22,229	19,962	21,118	17,461	17,739	219,598
Administration costs													
Cleaning & fumigation costs	1,021	962	931	888	2,807	880	944	60	30	100	16	14	8,654
Decoration costs	20	-	-	-	-	-	-	8	-	-	-	-	28
Laundry costs	-	240	-	-	18	38	261	4	-	-	30	22	614
Music & Guest entertainment	347	230	292	252	56	108	112	260	312	344	224	776	3,313
Printing & stationery	-	14	-	118	71	194	50	117	23	125	2	2	717
Telephone & internet costs	226	376	199	222	4,499	4,897	250	587	4,364	6,872	5,100	10,429	38,022
Transport and fuel costs	643	505	971	365	808	302	102	225	834	447	605	595	6,401
House keeping expenses	336	-	-	8	1,399	860	1,027	161	18	187	-	155	4,150
Other general and administrative expenses	6,567	1,128	2,160	736	2,322	6,297	3,811	2,355	1,179	4,820	1,146	2,409	34,930
17002 Bank charges	21	31	31	21	40	31	26	35	35	184	96	282	833
General Manager(GM)	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
Advertisement	195	161	180	190	247	288	296	286	257	271	224	228	2,823
TV subscriptions	111	52	78	78	134	57	66	114	159	97	120	57	1,123
Commissions	1,943	1,603	1,789	1,891	2,463	2,871	2,951	2,847	2,557	2,705	2,237	2,272	28,129
Electricity & water charges	8,298	6,844	7,641	8,076	10,519	12,261	12,603	12,160	10,920	11,552	9,552	9,704	120,132
Generator running costs	413	341	380	402	523	610	627	605	543	575	475	483	5,977
Repairs & maintenance	2,726	2,248	2,510	2,653	3,455	4,027	4,140	3,994	3,587	3,795	3,138	3,188	39,461
Security costs	1,204	1,204	1,204	1,204	1,204	1,204	1,204	1,204	1,204	1,305	1,244	1,264	14,651
Accounting Fees	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Other selling expenses	831	685	765	808	1,053	1,227	1,261	1,217	1,093	1,156	956	971	12,023
City Service levy	352	290	324	343	446	520	535	516	463	490	405	412	5,095
Bed Night Levy	736	607	677	716	932	1,087	1,117	1,078	968	1,024	847	860	10,648
Total Administration Expenses	27,789.86	19,320	21,931	20,770	34,797	39,560	33,184	29,635	30,347	37,850	28,218	35,923	359,326
TOTAL EXPENSES	42,959	31,832	35,898	35,532	54,026	61,973	56,222	51,864	50,309	58,968	45,680	53,662	578,924
NET EARNINGS	66,780.10	58,682	65,143	71,266	85,084	100,169	110,444	108,948	94,105	93,805	80,641	74,670	1,009,737
Interest	49,498	44,205	48,385	46,285	47,272	45,208	46,159	45,602	43,593	44,489	42,438	43,216	546,350
NET EARNINGS AFTER INTEREST	17,282	14,477	16,758	24,981	37,812	54,960	64,285	63,346	50,513	49,316	38,203	31,454	463,386
Add back interest (12 Months Moratorium period only)	-	-	-	-	-	-	-	-	-	-	-	-	-
Less: Principal Payment (after 18 months moratorium)	48,534	48,534	48,534	48,534	48,534	48,534	48,534	48,534	48,534	48,534	55,507	55,507	596,354
Free Cashflow	(31,252)	(34,057)	(31,776)	(23,553)	(10,722)	6,426	15,751	14,812	1,979	782	(17,304)	(24,053)	(132,968)
Opening Cash	211,788	180,537	146,480	114,704	91,151	80,429	86,855	102,606	117,418	119,396	120,178	102,874	
Closing Cash	180,537	146,480	114,704	91,151	80,429	86,855	102,606	117,418	119,396	120,178	102,874	78,821	78,821
Additional Loan for Renovation													
Principal Payment	48,534	48,534	48,534	48,534	48,534	48,534	48,534	48,534	48,534	48,534	55,507	55,507	596,354
Loan Amount	4,316,998	4,268,464	4,219,930	4,171,396	4,122,862	4,074,328	4,025,794	3,977,260	3,928,726	3,880,192	3,824,685	3,769,178	3,769,178
Loan Interest	49,498	44,205	48,385	46,285	47,272	45,208	46,159	45,602	43,593	44,489	42,438	43,216	546,350

Sunrise Beach Resort
Profit and Loss
January - December 2027
in USD

	31 Jan-27	28 Feb-27	31 Mar-27	30 Apr-27	31 May-27	30 Jun-27	31 Jul-27	31 Aug-27	30 Sep-27	31 Oct-27	30 Nov-27	31 Dec-27	365 Total
INCOME													
Accommodation Revenue	84,022	75,891	84,022	96,096	121,086	148,176	153,115	144,609	132,804	137,231	110,880	91,661	1,379,594
ADR	88	88	88	88	93	98	98	98	93	93	88	88	92
OCCUPANCY	55%	55%	55%	65%	75%	90%	90%	85%	85%	85%	75%	60%	73%
ROOMS	56	56	56	56	56	56	56	56	56	56	56	56	14,921
Accommodation Revenue - New Building	45,632	41,216	45,632	51,060	62,496	74,250	76,725	72,850	67,680	69,936	57,960	49,197	714,634
ADR	115	115	115	115	120	125	125	125	120	120	115	115	119
OCCUPANCY	64%	64%	64%	74%	84%	99%	99%	94%	94%	94%	84%	69%	82%
Additional Revenue (Meeting Space/F&B) - New Building	15,475	13,978	15,475	17,316	20,311	23,166	23,938	22,729	21,996	22,729	19,656	16,684	233,454
Beverages (BOT)	9,600	8,849	8,349	5,169	7,450	6,911	6,181	8,322	5,777	6,516	6,275	14,469	93,868
Others	94	-	-	567	66	33	-	-	818	-	-	117	1,694
Swimming	11,509	4,160	5,999	3,979	8,785	5,542	4,521	6,166	5,093	7,255	7,039	18,455	88,504
Food (KOT)	19,593	12,720	15,764	10,548	15,758	15,465	16,935	17,350	11,090	16,030	13,961	26,955	192,169
SPA	47	397	187	117	47	253	117	154	23	-	-	47	1,389
Entrance charges	5,584	1,978	2,258	1,891	3,754	2,833	2,772	2,730	2,049	2,158	2,640	4,372	35,018
Laundry	352	270	194	64	-	-	127	77	544	-	-	-	1,627
Total Income	191,908	159,459	177,881	186,806	239,753	276,630	284,431	274,988	247,875	261,854	218,411	221,955	2,741,951
Amount Exc VAT	162,634	135,135	150,746	158,310	203,180	234,432	241,043	233,040	210,063	221,910	185,094	188,098	2,323,687
VAT	29,274	24,324	27,134	28,496	36,572	42,198	43,388	41,947	37,811	39,944	33,317	33,858	418,264
COST OF SALES													
Food (KOT) purchases	21,649	17,988	20,067	21,073	27,046	31,206	32,086	31,021	27,963	29,540	24,639	25,039	309,317
Beverages (BOT) Purchases	12,727	10,575	11,796	12,388	15,899	18,345	18,862	18,236	16,438	17,365	14,484	14,719	181,835
Swimming pool costs	2,776	2,307	2,573	2,703	3,469	4,002	4,115	3,978	3,586	3,788	3,160	3,211	39,669
Other - COS/Discounts given - COS	531	442	493	517	664	766	788	761	686	725	605	615	7,592
Total Cost of SALES	37,683.35	31,312	34,929	36,682	47,078	54,319	55,851	53,997	48,673	51,418	42,887	43,583	538,413
Gross Profit	124,950.80	103,823	115,817	121,629	156,102	180,113	185,192	179,044	161,390	170,492	142,207	144,514	1,785,274
EXPENSES													
Salaries & wages	15,353	12,757	14,230	14,945	19,180	22,130	22,754	21,999	19,830	20,948	17,473	17,756	219,356
Administration costs													
Cleaning & fumigation costs	1,032	971	941	897	2,835	889	954	61	30	101	16	14	8,741
Decoration costs	20	-	-	-	-	-	-	8	-	-	-	-	28
Laundry costs	-	243	-	-	18	39	264	4	-	-	30	22	620
Music & Guest entertainment	350	232	295	255	57	109	113	263	315	348	226	783	3,346
Printing & stationery	-	14	-	120	72	196	51	118	23	126	2	2	724
Telephone & internet costs	228	380	201	224	4,544	4,946	253	593	4,407	6,941	5,151	10,534	38,402
Transport and fuel costs	649	510	981	368	816	305	103	227	842	452	612	601	6,465
House keeping expenses	340	-	-	8	1,412	869	1,037	162	18	189	-	156	4,192
Other general and administrative expenses	6,632	1,140	2,182	743	2,345	6,360	3,849	2,379	1,191	4,868	1,158	2,433	35,280
17002 Bank charges	21	31	31	21	40	31	26	36	36	186	97	285	841
General Manager(GM)	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
Advertisement	222	184	206	216	277	320	329	318	287	303	253	257	3,172
TV subscriptions	113	53	78	79	136	58	67	115	160	98	121	58	1,135
Commissions	2,212	1,838	2,051	2,154	2,764	3,189	3,279	3,170	2,858	3,019	2,518	2,559	31,611
Electricity & water charges	9,449	7,851	8,758	9,197	11,804	13,620	14,004	13,539	12,204	12,892	10,753	10,928	134,999
Generator running costs	470	391	436	458	587	678	697	674	607	641	535	544	6,717
Repairs & maintenance	3,104	2,579	2,877	3,021	3,877	4,474	4,600	4,447	4,009	4,235	3,532	3,590	44,345
Security costs	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,318	1,257	1,277	14,798
Accounting Fees	650	650	650	650	650	650	650	650	650	650	650	650	7,800
Other selling expenses	946	786	877	921	1,181	1,363	1,402	1,355	1,221	1,290	1,076	1,094	13,511
City Service levy	401	333	371	390	501	578	594	574	518	547	456	463	5,726
Bed Night Levy	837	696	776	815	1,046	1,207	1,241	1,200	1,082	1,143	953	969	11,966
Total Administration Expenses	30,192.45	21,397	24,226	23,052	37,480	42,396	36,028	32,410	32,975	40,647	30,697	38,517	390,018
TOTAL EXPENSES	45,545	34,154	38,457	37,997	56,660	64,526	58,783	54,409	52,805	61,595	48,170	56,274	609,374
NET EARNINGS	79,405.69	69,670	77,361	83,632	99,442	115,586	126,410	124,634	108,585	108,897	94,037	88,240	1,175,900
Interest	42,580	37,885	41,307	39,359	40,034	38,127	38,761	38,125	36,279	36,852	34,959	35,396	459,665
NET EARNINGS AFTER INTEREST	36,826	31,785	36,054	44,273	59,408	77,459	87,648	86,509	72,306	72,045	59,078	52,844	716,235
Add back interest (12 Months Moratorium period only)	-	-	-	-	-	-	-	-	-	-	-	-	-
Less: Principal Payment (after 18 months moratorium)	55,507	55,507	55,507	55,507	55,507	55,507	55,507	55,507	55,507	55,507	63,482	63,482	682,035
Free Cashflow	(18,681)	(23,722)	(19,453)	(11,234)	3,901	21,952	32,141	31,002	16,799	16,538	(4,404)	(10,638)	34,200
Opening Cash	78,821	60,139	36,417	16,964	5,730	9,631	31,583	63,724	94,726	111,525	128,063	123,659	
Closing Cash	60,139	36,417	16,964	5,730	9,631	31,583	63,724	94,726	111,525	128,063	123,659	113,021	113,021
Additional Loan for Renovation													
Principal Payment	55,507	55,507	55,507	55,507	55,507	55,507	55,507	55,507	55,507	55,507	63,482	63,482	682,035
Loan Amount	3,713,671	3,658,164	3,602,657	3,547,150	3,491,643	3,436,136	3,380,629	3,325,121	3,269,614	3,214,107	3,150,625	3,087,143	3,087,143
Loan Interest	42,580	37,885	41,307	39,359	40,034	38,127	38,761	38,125	36,279	36,852	34,959	35,396	459,665

Sunrise Beach Resort
Profit and Loss
January - December 2028
in USD

	31 Jan-28	29 Feb-28	31 Mar-28	30 Apr-28	31 May-28	30 Jun-28	31 Jul-28	31 Aug-28	30 Sep-28	31 Oct-28	30 Nov-28	31 Dec-28	366 Total
INCOME													
Accommodation Revenue	96,869	90,619	96,869	109,368	136,102	164,388	169,868	160,927	148,176	153,115	124,992	104,941	1,556,234
ADR	93	93	93	93	98	103	103	103	98	98	93	93	97
OCCUPANCY	60%	60%	60%	70%	80%	95%	95%	90%	90%	90%	80%	65%	78%
ROOMS	56	56	56	56	56	56	56	56	56	56	56	56	15,977
Accommodation Revenue - New Building	51,336	48,024	51,336	56,880	68,975	81,120	83,824	79,794	74,250	76,725	64,080	55,056	791,400
ADR	120	120	120	120	125	130	130	130	125	125	120	120	124
OCCUPANCY	69%	69%	69%	79%	89%	104%	104%	99%	99%	99%	89%	74%	87%
Additional Revenue (Meeting Space/F&B) - New Building	16,684	15,608	16,684	18,486	21,520	24,336	25,147	23,938	23,166	23,938	20,826	17,893	248,227
Beverages (BOT)	10,080	9,292	8,766	5,427	7,823	7,257	6,490	8,738	6,066	6,842	6,589	15,192	98,561
Others	98	-	-	595	69	35	-	-	859	-	-	123	1,779
Swimming	12,085	4,368	6,299	4,178	9,224	5,819	4,747	6,475	5,348	7,617	7,391	19,377	92,929
Food (KOT)	20,573	13,356	16,552	11,075	16,546	16,238	17,782	18,218	11,645	16,832	14,660	28,303	201,778
SPA	49	417	196	123	49	266	123	162	25	-	-	49	1,459
Entrance charges	5,864	2,076	2,371	1,986	3,942	2,975	2,911	2,867	2,151	2,265	2,771	4,590	36,769
Laundry	369	284	204	67	-	-	133	81	571	-	-	-	1,709
Total Income	214,007	184,044	199,278	208,185	264,250	302,434	311,024	301,199	272,256	287,335	241,309	245,524	3,030,845
Amount Exc VAT	181,361.56	155,969	168,879	176,428	223,941	256,300	263,580	255,254	230,726	243,504	204,499	208,072	2,568,512
VAT	32,645.08	28,075	30,398	31,757	40,309	46,134	47,444	45,946	41,531	43,831	36,810	37,453	462,332
COST OF SALES													
Food (KOT) purchases	24,142	20,762	22,480	23,485	29,810	34,117	35,086	33,978	30,713	32,414	27,222	27,697	341,907
Beverages (BOT) Purchases	14,192	12,205	13,215	13,806	17,524	20,056	20,626	19,974	18,055	19,055	16,003	16,282	200,993
Swimming pool costs	3,096	2,663	2,883	3,012	3,823	4,375	4,500	4,358	3,939	4,157	3,491	3,552	43,848
Other - COS/Discounts given - COS	593	510	552	576	732	837	861	834	754	796	668	680	8,392
Total Cost of SALES	42,022.61	36,139	39,130	40,879	51,888	59,386	61,073	59,144	53,461	56,421	47,384	48,211	595,140
Gross Profit	139,338.95	119,830	129,749	135,548	172,052	196,914	202,507	196,110	177,265	187,082	157,115	159,860	1,973,372
EXPENSES													
Salaries & wages	17,121	14,724	15,942	16,655	21,140	24,195	24,882	24,096	21,781	22,987	19,305	19,642	242,468
Administration costs													
Cleaning & fumigation costs	1,042	981	950	905	2,863	898	963	62	31	102	16	14	8,828
Decoration costs	20	-	-	-	-	-	-	8	-	-	-	-	29
Laundry costs	-	245	-	-	18	39	266	4	-	-	31	22	626
Music & Guest entertainment	354	235	298	257	57	110	114	265	318	351	229	791	3,380
Printing & stationery	-	14	-	121	73	198	51	120	24	127	2	2	731
Telephone & internet costs	231	383	203	227	4,589	4,996	255	599	4,451	7,010	5,202	10,639	38,786
Transport and fuel costs	656	515	990	372	824	308	104	229	850	456	618	607	6,529
House keeping expences	343	-	-	8	1,427	877	1,048	164	18	191	-	158	4,234
Other general and administrative expenses	6,699	1,151	2,204	750	2,368	6,423	3,888	2,403	1,203	4,917	1,170	2,457	35,633
17002 Bank charges	21	31	31	22	41	31	26	36	36	188	98	287	850
General Manager(GM)	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
Advertisement	248	213	231	241	306	350	360	348	315	332	279	284	3,507
TV subscriptions	114	53	79	79	137	58	68	116	162	99	122	58	1,146
Commissions	2,467	2,122	2,297	2,400	3,046	3,487	3,586	3,472	3,139	3,313	2,782	2,831	34,941
Electricity & water charges	10,537	9,061	9,811	10,250	13,010	14,890	15,313	14,829	13,404	14,147	11,881	12,088	149,223
Generator running costs	524	451	488	510	647	741	762	738	667	704	591	601	7,425
Repairs & maintenance	3,461	2,977	3,223	3,367	4,274	4,891	5,030	4,871	4,403	4,647	3,903	3,971	49,017
Security costs	1,228	1,228	1,228	1,228	1,228	1,228	1,228	1,228	1,228	1,332	1,269	1,290	14,946
Accounting Fees	700	700	700	700	700	700	700	700	700	700	700	700	8,400
Other selling expenses	1,055	907	982	1,026	1,302	1,490	1,533	1,484	1,342	1,416	1,189	1,210	14,935
City Service levy	447	384	416	435	552	632	649	629	569	600	504	513	6,329
Bed Night Levy	934	803	870	909	1,153	1,320	1,357	1,314	1,188	1,254	1,053	1,071	13,227
Total Administration Expenses	32,379.81	23,755	26,302	25,107	39,916	44,968	38,602	34,922	35,349	43,185	32,939	40,896	418,320
TOTAL EXPENSES	49,500.34	38,478	42,244	41,762	61,056	69,163	63,484	59,017	57,129	66,172	52,243	60,538	660,787
NET EARNINGS	89,838.61	81,352	87,504	93,787	110,996	127,751	139,023	137,092	120,136	120,910	104,872	99,323	1,312,585
Interest	34,574	31,664	33,122	31,351	31,670	29,946	30,219	29,493	27,839	28,041	26,333	26,381	360,632
NET EARNINGS AFTER INTEREST	55,265	49,688	54,382	62,436	79,325	97,804	108,804	107,600	92,297	92,869	78,539	72,942	951,952
Add back interest (12 Months Moratorium period only)	-	-	-	-	-	-	-	-	-	-	-	-	-
Less: Principal Payment (after 18 months moratorium)	63,482	63,482	63,482	63,482	63,482	63,482	63,482	63,482	63,482	63,482	72,603	72,603	780,026
Free Cashflow	(8,217)	(13,794)	(9,100)	(1,046)	15,843	34,322	45,322	44,118	28,815	29,387	5,936	339	171,927
Opening Cash	113,021	104,803	91,009	80,863	81,910	96,707	131,029	176,352	220,469	249,284	278,672	284,608	284,608
Closing Cash	104,803	91,009	81,910	80,863	96,707	131,029	176,352	220,469	249,284	278,672	284,608	284,947	284,947
Additional Loan for Renovation													
Principal Payment	63,482	63,482	63,482	63,482	63,482	63,482	63,482	63,482	63,482	63,482	72,603	72,603	780,026
Loan Amount	3,023,661	2,960,179	2,896,697	2,833,215	2,769,733	2,706,251	2,642,769	2,579,287	2,515,805	2,452,323	2,379,720	2,307,118	2,307,118
Loan Interest	34,574	31,664	33,122	31,351	31,670	29,946	30,219	29,493	27,839	28,041	26,333	26,381	360,632

Annexure 02

BERKSHIRE HOTEL GROUP LIMITED PROJECTED BALANCE SHEET STATEMENT (USD)

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
ASSETS	Cash	\$154,257	\$348,760	\$573,195	\$838,550	\$1,149,286
	Accounts receivable	\$0	\$0	\$0	\$0	\$0
	Inventory	\$30,000	\$33,072	\$36,459	\$40,192	\$44,308
	Total Current Assets	\$184,257	\$381,832	\$609,654	\$878,742	\$1,193,594
	Fixed assets	\$180,950	\$180,950	\$180,950	\$180,950	\$180,950
	Depreciation	\$27,160	\$54,320	\$81,480	\$108,640	\$135,800
	Net fixed assets	\$153,790	\$126,630	\$99,470	\$72,310	\$45,150
TOTAL ASSETS		\$338,047	\$508,462	\$709,124	\$951,052	\$1,238,744
LIABILITIES & EQUITY	Debt	\$315,831	\$270,713	\$225,594	\$180,475	\$135,356
	Accounts payable	\$10,800	\$11,906	\$13,125	\$14,469	\$15,951
	Total Liability	\$326,631	\$282,618	\$238,719	\$194,944	\$151,307
	Share Capital	\$0	\$0	\$0	\$0	\$0
	Retained earnings	\$11,416	\$225,843	\$470,405	\$756,108	\$1,087,437
	Total Equity	\$11,416	\$225,843	\$470,405	\$756,108	\$1,087,437
TOTAL LIABILITIES & EQUITY		\$338,047	\$508,462	\$709,124	\$951,052	\$1,238,744

Annexure 03

BERKSHIRE HOTEL GROUP LIMITED PROJECTED CASH FLOW STATEMENT (USD)

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
CASH FLOW FROM OPERATIONS	Net Income (Loss)	\$11,416	\$214,427	\$244,562	\$285,703	\$331,329
	Change in working capital	(\$19,200)	(\$1,966)	(\$2,167)	(\$2,389)	(\$2,634)
	Depreciation	\$27,160	\$27,160	\$27,160	\$27,160	\$27,160
	Net Cash Flow from Operations	\$19,376	\$239,621	\$269,554	\$310,473	\$355,855
CASH FLOW FROM INVESTMENTS	Investment	(\$180,950)	\$0	\$0	\$0	\$0
	Net Cash Flow from Investments	(\$180,950)	\$0	\$0	\$0	\$0
CASH FLOW FROM FINANCING	Cash from equity	\$0	\$0	\$0	\$0	\$0
	Cash from debt	\$315,831	(\$45,119)	(\$45,119)	(\$45,119)	(\$45,119)
	Net Cash Flow from Financing	\$315,831	(\$45,119)	(\$45,119)	(\$45,119)	(\$45,119)
	Net Cash Flow	\$154,257	\$194,502	\$224,436	\$265,355	\$310,736
	Cash at Beginning of Period	\$0	\$154,257	\$348,760	\$573,195	\$838,550
	Cash at End of Period	\$154,257	\$348,760	\$573,195	\$838,550	\$1,149,286

Annexure 04

BERKSHIRE HOTEL GROUP LIMITED PROJECTED INCOME STATEMENT (USD)

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Revenue	1,300,000.00	1,818,800.00	2,044,304.00	2,487,848.32	3,00,876.19
Cost of Sales	1,157,500.00	1,500,100.00	1,983,228.00	2,165,886.24	2,663,157.14
Operating Expenses	391,500.00	422,820.00	456,645.60	493,177.25	532,631.43
Profit before Depreciation & Interest	261,000.00	281,880.00	304,430.40	328,784.83	355,087.62
Interest	24,000.00	180,000.00	16,000.00	6,000.00	-
Depreciation	15,750.00	15,750.00	15,750.00	15,750.00	15,750.00
Gross Profit	221,250.00	86,130.00	272,680.40	307,034.83	339,337.62
Tax (30%)	66,375.00	25,839.00	81,804.12	92,110.45	101,801.29
Profit After Tax	154,875.00	60,291.00	190,876.28	214,924.38	237,536.33