









## Business Concept

### **Integrated Outdoor Adventure Facility**

We are developing a unique 4-hectare outdoor adventure park in Pulau Pangkil, Bintan, Indonesia.

This adventure centre will be the first of its kind in the region, offering a wide spectrum of outdoor recreational activities, on-site F&B sales and accommodation spaces.

## **Business Concept**











### New Adventure Tourism Report Reveals \$263B Market, Up 65% Per Annum Since 2009

September 10, 2013



#### THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC



**GET ADVENTUROUS: ADVENTURE TRAVEL IS** BOOMING

by Robin Amster / September 30, 2013

An astounding annual growth rate for adventure travel shows that this type of

Most people have been to Las Vegas, Disney or on a cruise; they're ready for something else.

Shannon Stowell, ATTA

#### WHY SELL ADVENTURE TRAVEL?

Adventure travel is a tremendous opportunity for travel agents, says Shannon Stowell, president of the Adventure Travel Trade Association (ATTA).

## Adventure – Sunrise Industry

### Benefits of Outdoor Adventure





## Adventure – Sunrise Industry

## Dynamic venue for fitness







## Market Outlook: Singapore

- Corporate organisations are exploring outdoors for staff retreats
- 70,000 students yearly participate in outdoor education as part of the MOE syllabus
- Adventure enthusiasts are seeking premium adventure venues near to home

## Market Outlook: Bintan

New international airport set to bring 2,000,000 tourists in 2015

# Bintan Resort to build own airport

The Jakarta Post, Jakarta | Business | Wed, May 16 2012, 7:13 PM

Bintan Resort International executive chairman, Brig. Gen. (ret) Chin Chow Yoon, said the company was investing some S\$100 million (US\$78.84 million) to build the airport in cooperation with Gallant Venture Ltd. The resort is a subsidiary of Gallant Venture.

Chin was upbeat that the special airport would increase the number of foreign tourists. There were 470,470 tourists visiting the resort in 2011 and it is expected the number will jump to 2 million in 2015.



## **AIRPORT HEADLINES**

#### International Airport for Bintan Resorts

Posted on 24 May 2012 at 11:05 | Views: 3437



The north of **Bintan** with its long sweep of white beaches where are deluxe resorts with their own grand golf courses will soon have its dedicated international airport to serve the Resorts.

On 16 May, Executive Chairman of Bintan Resorts International, Singapore's BG (Ret) Chin Chow Yoon, broke ground for the new Bintan Resorts International Airport at Busung, Kuala Lobam, a half hour drive south-west from the Resorts.

"This latest project is a further reflection of Bintan Resorts' commitment to push ahead with a slew of enhancements and upgrades to boost its destination appeal", said BG Chin Chow Yoon. "With greater accessibility to the resort destination, this airport Project will serve to enhance the value of the many investments already made here and to attract more investments in new resorts, holiday homes, food & beverage, retail and attractions, especially at the newly master planned Lagoi Bay

Bintan Miliki Bandara Internasional

## Garuda Indonesia dan Singapura Bangun Bandara Internasional di Bintan

Rabu, 12 Februari C 2014 09:14 WIB



Laporan Wartawan Tribunnews Batam, Ahmad Yani

BINTAN, TRIBUN - PT Garuda Indonesia bekerjasama dengan perusahaan asal Singapura, Gallant Venture akan membangun bandara bertarap internasional di Pulau Bintan.

Bahkan, PT Garuda Indonesia dan perusahaan asal Singapur akan menyulap Pulau Bintan menyerupai Bali. Bandara ini akan menghubungkan Indonesia Barat dan Timur serta penerbangan

Pembangunan proyek bandara Bintan

Resorts World \$1/No.4Poke

internasional.

Uncover other amazing facts at

S.E.A. Aquarium

Buy 2 Adult One-Day Pass Online at \$50 "Ini akan menjadi meeting point bagi penerbangan ke Eropa dan Asia Timur," ujar Dirut PT Garuda Indonesia , Emirsyah Satar usai penandatanganan MoU dengan Gallant Venture di Changi Exhibition Center, Singapura, disaksikan Gubernur Kepri HM Sani.

Ground breaking pembangunan bandara tersebut telah dimulai sejak 2 tahun yang lalu. Tahap pertama meliputi pembangunan 1 runway dan 1 terminal yang mengakomodir lalu lintas penerbangan awal.

"Bandara Bintan memiliki lahan yang cukup untuk dikembangkan menjadi multi <u>terminal</u> bandara dengan 2 runway. Bandara ini juga akan menghubungkan penerbangan Singapura-Batam," ujarnya.

## Market Outlook: Regional



## Target Audience

### **Singapore Customers**

- Corporate retreats/cohesions
- Young adults NYAA programs
- School adventure camps
- School leadership programs
- Family retreats

### **International Tourists**

- Day Adventure Tours
- 2DIN Adventure Package
- Competitive Events

### **Indonesia Customers**

- School adventure camps
- Outdoor skills workshops
- Day Adventure Tours
- 2DIN Adventure Package
- Family Retreats
- Competitive Events

## Competitive Advantages

- 1. Low overhead and operational costs
- 2. Close proximity to big market (Bintan and Singapore)
- 3. High barriers to entry (High capital outlay)
- 4. Operational expertise in management team
- 5. Tourism-centric appeal

### Alan Seng

### Management Team



#### **Managing Director of Impact Adventures**

- 5 years of outdoor adventure coaching and campsite management experience
- Undertaken over 80 contracts for various client profile groups, receiving 100% positive feedback
- Brought more than 4,000 participants on waterfall expeditions as an expedition leader with a track record of zero casualty rate

#### EDUCATION

GCE 'A' Levels, Pioneer Junior College

- House Captain: Managed 150 students for the participation of all collegewide sports events.
- Overall Event Coordinator for PJC Open House: Headed a six-man management team to plan for the college annual Open House event. Liaised with over 50 CCA and student leaders to successfully execute the event with an attendance of more than 3,000 people over a two-day window.
- · Achieved Platinum Award for Community Service (200 hours)
- · Received Award for Excellent Leadership

#### BACKGROUND EXPERIENCE

Dec 2009 – Apr 2014

Exponent Challenge Technology Asia and Adventure Plus Pte. Ltd.

- Instructor Alan undertook over 80 team-building and leadership project contracts for various client profiles. Over his years of training, he has shown proficiency in outdoor adventure coaching by achieving 100% positive feedback from his clients.
- Senior Instructor He began his involvement in the supervisory roles in the company. Being in charge of the newer instructors in the company, he was a positive role model for his understudies. He was also in charge of campsite management and operations.
- Expedition Leader Alan spearheaded 20 waterfall expeditions in Malaysia, bringing 4,000 participants with zero casualty rate.

Mar 2012 – Jan 2014

Naval Diver, Republic of Singapore Navy

- · Alan underwent a grueling 6-month course to graduate as a frogman in the RSN. He was nominated to be the National Education Team Leader for his company and he executed several key educational and cohesive events for the entire Unit. He was selected to take part in the Guard of Honor (Navy) contingent for Singapore's 48th National Day.
- Projects: Racial Harmony Day Cohesion, Unit Year-End Cohesion, Graduation Ceremony 2012.

### Faaqih Hilmy Gozan

### Management Team



#### **Executive Director of Impact Adventures**

- 5 years of outdoor adventure coaching experience
- Specialising in elite facilitation programmes
- Head of Operations of Universal Marine Engineering Indonesia

#### EDUCATION

GCE 'A' Levels, Innova Junior College

- · House Captain
- Member of Steering Working Committee: Managed and organized College Open House, JC1 Orientation Program
- · Champion House Award
- · Achieved IJC Service Award for Outstanding Contribution
- · Achieved IJC CCA Achievement Award for Hockey.

Bachelor in Common Engineering, NUS Faculty of Engineering

#### BACKGROUND EXPERIENCE

Dec 2008 – Feb 2013	Trainer, Camp High Achievers, Exponent Asia, Adventure Plus  · Specializing in elite facilitation programs
May 2012 – Mar 2014	10 <sup>th</sup> Section Commanders, Singapore Civil Defense Force  · Hilmy enlisted into the Singapore Civil Defense Force on May 2012, graduated from the training academy and was promoted to the rank of Sergeant to serve Yishun Fire Station.
March 2014 - Current	Head Of Operations, Universal Marine Engineering Indonesia [PT UMEI]
	· Ensured the smooth daily operations of main headquarters of the company. Managed 6 staff under his charge.

## **Senior Chief Trainer**



## **BUSINESS PLAN**

THE ADVENTURE CLUB

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#### **Executive Summary**

Impact Adventures Pte. Ltd. is developing a unique 420,000-square-foot premium integrated adventure park in Pulau Pangkil, Riau Islands of Indonesia.

Adventure tourism is a booming industry. According to Adventure Travel Trade Association (ATTA), it is a global industry valued at USD 263 billion. Growth of the industry has been unprecedented, with an annual rate of 65% since 2009. There is no doubt that this is a lucrative business venture and Asia has an immense potential in adventure tourism in the coming years as Asian travelers grow in numbers and affluence.

Outdoor adventure has always been a healthy and able solution for people to unwind, relax and recharge, more so as the society moves faster in pace and more reliant on technology. For children and young adults, outdoor adventure is an excellent tool to accelerate the learning process of certain important soft skills, and a greenhouse for strong character development otherwise unteachable within the confinements of a classroom. Values and virtues cannot be "downloaded" from a teacher, a textbook, a computer software or a smartphone application.

Impact Adventures Pte. Ltd. sees the great potential in the outdoor adventure industry as it is sustainable and lucrative. Hence, we seek to create an integrated adventure park that offers a premium experience for our customers. Designed to accommodate a maximum of 300 people at any one time, the Project Site will be offering our customers a wide range of outdoor recreational and adventure activities such as rock-climbing, zip-line, kayaking, raft-building, paintball, recreational sports events, camping, and fishing. The adventure centre will also feature seafront cabins and outdoor tents as accommodation for our guests.

There are currently no comparable integrated adventure centres in the regional market (Singapore, Batam and Bintan) capable of offering such a full spectrum of outdoor recreational and adventure facilities at a single site, as proposed in this project.

With that, we strive to create a regional destination for outdoor enthusiasts of all ages. Specifically, significant revenue streams are from corporate groups and schools from Singapore, regional adventurers and active families traveling to Bintan. Overall, the business outlook of the industry is promising and we are certain about the profitability of the business, which will ultimately add value to the portfolios of our investors.

Impact Adventures Pte. Ltd. is seeking to raise capital of SGD 1,500,000 in exchange of 80% of the company ownership.

#### 1. Background

#### 1.1 Benefits of Outdoor Adventure

What exactly is 'outdoor adventure'? Some definitions include "activities incorporated with the element of physical danger", "physical involvement in the outdoors" and "facing a challenge". One specific definition of outdoor adventure refers it as certain interactive activities and/or sports in a natural or non-urban environment enjoyed either by individuals or in a group.

Studies conducted worldwide on outdoor adventure have proven the various tangible and intangible benefits of adventure on personal and corporate wellbeing. The primary intention of participation in outdoor adventure is the facilitation of positive change and growth within a group or an individual. As such, outdoor adventure is widely used as a tool of education, not only for children and young adults, but also for corporate adults. Unlike having a lesson in a classroom setting, which is often criticized as a one-way "downloading" of pure information from teacher to student, an active experience in adventure can serve as a holistic and dynamic educational tool that is extremely efficient in stimulating learning in many different aspects and dimensions of the human mind, spirit and body. It is discovered through empirical and anecdotal evidence that outdoor adventure have been attributed to have the potential to enhance human development in physical, cognitive and affective domains.

Dimension	Benefit
Psychological	New high-risk experience – Participants are able to encounter novel experiences and the perceived danger can help participants to overcome certain innate fears, gain self-confidence and enhance their ability to cope with stress.
	Form of escape – Participants are able to take the opportunity to rest, recharge and release the tensions caused by the urban life.
	Success and satisfaction – Adventure programming often sets objectives for every activity. Upon fulfilling the objectives, participants are able to feel a genuine sense of personal achievement and accomplishment.
	Knowledge – Outdoor adventure allows the individual to have a broader perspective and higher sense of awareness of self and his surroundings.
	Character and skills development – Independence, interdependence, self- efficacy, self-actualization, willingness to take calculated risks, tolerance, respect, trust, compassion, conflict management, problem solving, leadership
Sociological	Empathy – Individuals, especially young children, often have limited empathy. It requires stimulation for individuals to gain a higher sense of awareness of the larger body at play. As a result of gaining empathy, individuals will enhance their sense of compassion and cooperation with other people on the team.
	Effective communication – When the communication is good, the team thrives. However, communication skills require practice and training and outdoor adventure is proven to be an excellent avenue for individuals to put these skills to practice.
Recreational	Outdoor adventure offers individuals an opportunity to appreciate nature and environment, and to learn vital outdoor skills. It is also a good form of physical exercise, improving hand-eye coordination and cardiovascular endurance.

#### 1.2 Business Outlook

Outdoor adventure programs and tours belong to a broader category known as Adventure Tourism. According to Adventure Travel Trade Association (ATTA), an adventure travel trip is defined as a trip that involves a connection with nature, an interaction with culture or a physical activity. In the 2013 Adventure Travel Market Study published by ATTA and the George Washington University, adventure tourism is a US\$263 billion industry with a growth rate of 65% yearly since 2009. This industry is extremely promising and the statistics shows tremendous opportunity for adventure tour providers and business owners.

"Adventure tourism's steep climb is attributed to growth in the global tourism industry, a significant increase in the percentage of adventure travelers, and an increase in the average amount spent per adventure travel trip." reported ATTA president, Mr. Shannon Stowell. Also, in the 2012 Adventure Travel World Summit, UNWTO Secretary-General Taleb Rifai commented that "adventure tourism is what tourism should be today and definitely what tourism will be tomorrow", highlighting the immense importance of adventure tourism and the promises it will bring in the foreseeable future.

It is no surprise why adventure tourism is such a promising industry. Consumers, young and old, increasingly recognize the benefits of outdoor adventure. Consumers from the millennial generation, in particular, are shown to be spending aggressively in regular adventure travel trips. There is an observable trend in the younger consumers that they are generally more adventurous and curious as compared to previous generations, preferring the search of exhibit and novel experiences over visiting the cliché urban tourist attractions.

As the pace for urban workers gets faster and more reliance in technology is in place, there is a need for these people to find an avenue to unwind, relax and recharge. Outdoor adventure provides the unique opportunity for people to interact positively and escape from the concrete jungle. For children and young adults, outdoor adventure is an excellent tool to accelerate the learning process of certain important soft skills, and a greenhouse for strong character development otherwise unteachable within the confinements of a classroom. Values and virtues cannot be "downloaded" from a teacher, a textbook, a computer software or a smartphone application.

Quoted from Mr. Shannon Stowell, "most people have been to Las Vegas, Disneyland, or on a cruise; they are ready for something else". No doubt these popular tourist attractions will provide stress relief, but the experiences are often generic and uninspiring. Consumers now seek to spend for a unique and authentic experience, something that will spark a broader and deeper perspective of their inner selves.

In summary, Impact Adventures is confident that our services in this business venture will be one that is well demanded by a ready market. Above all, we are positive about the promising business outlook of the industry and the profitability of the business, which will ultimately add tremendous value to the portfolios of our investors.

#### 1.3 Business Profile

#### 1.3.1 Vision

The Premium Integrated Outdoor Adventure Park in Asia

The vision of the business venture is to be a unique adventure centre in South-East Asia, creating premium experiences in a dynamic and rugged environment for our customers. We aim to offer the best outdoor adventure facilities that our guests can find in the market, all integrated in a single site.

#### 1.3.2 Motto

We challenge. You overcome.

We aim to challenge our participants and guests through outdoor adventure. At Impact Adventures, we recognize that in life, we are defined by our thoughts and actions at the face of challenges and adversity. Those triumphant moments of overcoming challenges will give us the greatest sense of achievement. Similarly, we want our guests to go outdoors, out of our comfort zones, and eventually overcome the challenges they face. We believe that that is, in essence, what life is all about – bravely facing and overcoming our fears and challenges, savoring those sweet successes and celebrating life's proudest moments. Ultimately, we are selling a unique experience and a sense of accomplishment to our customers.

#### 1.3.3 Objectives

The macro objectives of the business include:

- 1. 100% logistical accountability for all company-own equipment
- 2. Be the adventure centre of choice for Asian adventurers in Asia by Year 3 of standard operations
- 3. Achieve capital break-even by Year 5 of standard operations
- 4. Attain the various sales targets for the first 5 years as planned in the financial profile
- 100% positive online feedback from all our customers, creating an overall positive online reputation of the business

#### 1.3.4 Company Ownership

Impact Adventures Pte. Ltd. is directed by Mr. Alan Seng and Mr. Hilmy Gozan. The private limited company was incorporated on 17 June 2014 in Singapore under the Accounting and Corporate Regulatory Authority.

#### 1.3.5 Corporate Structure

Impact Adventures Pte. Ltd. will operate from its main office in Singapore. All finances and administrations will be carried out locally. In addition, a subsidiary company in Indonesia will be commissioned to process all operations on site. The directors of both companies will be identical to preserve 100% ownership and decision-making ability within the management team.

#### 2. Business Information

#### 2.1 Site Analysis



(Image retrieved from Google Maps, proposed site is on the island in the red dotted box as shown)

#### 2.1.1 General Details of Proposed Site

Name: Pulau Pangkil, Riau Province, Indonesia (0°49'08.3"N 104°21'21.3"E)

Distance from Singapore: 70 km, 2.5 hours journey by ferry Nearest port of entry: Tanjung Pinang Ferry Terminal Land area: 39,000 square metres/419,640 square feet

Details: Beachfront real estate property with a *Hak Milik* for said plot (equivalent to a Freehold title)

Lease Contract: Private lease for 30 years (01/09/2014 – 31/08/2034), with an option to purchase

Water supply: Underground water table available, wells and pumps can be used to draw water

Power supply: No reliable grid power source found on site

Population and demographics: Approximately 1,000 local villagers, mostly builders and fishermen

#### 2.1.2 Climate and Weather Conditions

General climate: Tropical climate with a monsoon season between November and January

Temperature range: 25 - 31 degrees Celsius

History of natural disasters: There are no recorded natural disasters on the island. Due to its favorable location between Bintan and Batam, it is generally shielded from strong winds, earthquakes and tsunamis. It was not affected by the 2004 Indian Ocean earthquake and tsunami. It is also generally not affected by haze created by the forest fires in Sumatra.

#### 2.1.3 Ports of Entry

- Changi Airport (Singapore)
   Hang Nadim Airport (Batam)
- Raja Haji Fisabilillah Airport (Bintan)
   Bintan Resorts International Airport (Bintan, operational in 2015)

#### 2.1.4 S.W.O.T Analysis of Proposed Business

<u>Strengths</u>	<u>Opportunities</u>
Low operational and overhead costs     Close proximity to big and ready markets     Operational expertise in management team	International Airport in Bintan bringing in more regional travelers     Lack of close business competitors
Weaknesses	<u>Threats</u>
Lack of reliable grid power on site     Lack of proper sewage system     Lack of potable water access	No crisis control unit present

Potential weaknesses and threats	Possible solutions/course of action
Lack of proper sewage system	Set up a simple drainage system to control the flow of rain water during the monsoon season     Build septic tanks in toilets for collection of human waste     Use waste bins for waste liquids and oils collection in the restaurant for disposal at Tanjung Pinang
Lack of potable water access	Install small-scale water distillation and purification plants for preparation of groundwater     Purchase potable water from Tanjung Pinang
No reliable grid power source	Rental/procure small-scale industrial power generators to power the adventure park
No crisis control unit present	Set up a security ranger team to guard the centre     Establish basic fire-fighting protocol in centre     Set up a professional medical team on site for potential accidents and injuries

#### 2.2 Facility Infrastructure

#### 2.2.1 Accommodation

The integrated adventure park is intended to accommodate a maximum of 300 people at any one time. This opens up a potential significant source of revenue as families and friends can spend quality bonding time camping together at a safe and organized campsite. Corporate groups and schools can also enjoy overnight camps and programs at the adventure park. As such, there are two main forms of accommodation in the adventure park: Tents and beachfront cabins.

50 permanent tents will be set up at the campsite. Having tents as a form of accommodation has two main advantages. Firstly, the set-up cost and time is extremely low, as compared to dormitories or hostels. Thus, it is highly economical to set up tents at the campsite. Secondly, it adds the sense of raw adventure to the adventure park. As advocates of outdoor adventure, that rawness and freshness that we pass on to our customers can be a unique selling point in itself.



Image: Permanent tents in Glen Helen Campsite, Australia (For illustration purposes only)

The adventure park offers a second option of accommodation for those who prefers slightly more luxury and comfort. 10 beachfront cabins, each capable of hosting 4 persons, will be complete with basic amenities such as beds, shower facilities, fans and lights.



Image: Beach cabins in Lankayan Island Dive Resort (For illustration purposes only)

#### 2.2.2 Food and Beverage

Food and beverage (F&B) is another viable source of income for the adventure park. A simple restaurant can allow customers to enjoy their meals, drinks and snacks conveniently.

The waters around Pulau Pangkil are rich in seafood and most of the native villagers are skilled and experienced fishermen. In addition, there are several 'kelongs' (off-shore fish farm) set up around the island. Hence, there is a readily accessible and reliable source of seafood that is cheap and fresh.



Image: Simple beachfront restaurant in Roatan Splash Inn Dive Resort (For illustration purposes only)



Image: One of the many fish farms found offshore Pulau Pangkil

2.2.3 Adventure Facility: Climbing Zone

The Climbing Zone is one of the three major attraction zones in the adventure park. Here, customers can enjoy rock-climbing on exclusively-designed walls, overcome their fear of heights by going through a safety-certified high ropes obstacle course or appreciate the scenery from a birds-eye view as they speed down the zip-line.

Professional trainers will be available to provide safety supervision for participants. Proper climbing and belaying techniques will be taught to participants.



Image: Outdoor rock-climbing wall designed by Climb Asia (For illustration purposes only)



Image: High ropes course in Rock City Climbing Centre, California USA (For illustration purposes only)

#### 2.2.4 Adventure Facility: Paintball Zone

Paintball is increasing in popularity in South-East Asia. The adrenaline-filled sport is extremely popular and well-demanded in the North America, and since had begun finding its way into the hearts of many young sporty adults in Asia. More corporate groups are starting to play paintball as a form of cohesive activity. Paintball in itself is a simple sport, which is in essence, a war simulation where players on different teams shoot each other with paint-filled pellets. To spice up the game, certain objectives and game settings can be implemented, such as capturing the opponent's flag or saving hostages from the other team.

Land is extremely expensive to lease in Singapore. During a personal interview with Ms. Jane Koh, Managing Director of the Singapore-based Red Dynasty Paintball Park, it was noted that although more Singaporeans are expressing interests in playing leisure paintball, few paintball establishments are surviving because of the costly rent and limited land space. Instead, Singaporean are travelling to Malaysian paintball parks, because the "rent is cheaper and they are able to procure bigger plots of land, which is always an advantage".

It is proven by market leaders that there is a ready market in Singapore and Indonesia for high-quality paintball experiences. The adventure park has sufficient land area to feature several themed paintball parks to create a novel experience for our customers. Many of the best paintball arenas in the world are custom-designed and decorated to a particular theme or setting. Materials used for decoration are often cheap and readily-found from second-hand junk stores.

In addition, the Paintball Zone will feature a simple shoot-out range, intended for juniors under the age of 12. This allows the younger members to be able to experience shooting using a paintball gun.



Image: Players in a paintball park designed as an abandoned factory storehouse (For illustration purposes only)

#### 2.2.5 Adventure Facility: Sea-sports Centre

The proposed adventure park has a unique selling point: while conventional adventure centres and campsites are usually found deep in the forests, our adventure park is found at the beach. This gives rise to a whole new dimension of activities that our customers can enjoy. Here, customers can experience sea sports conveniently. Customers will have the opportunity to go on sea kayaking expeditions and learn how to build rafts with professional instructors.



Image: Raft-building can be a good team-building activity for all ages (For illustration purposes only)

#### 2.2.6 Other Adventure-related Activities

Other than the specific zones mentioned previously, customers can also enjoy activities such as:

- Fishing
- Campfire
- Fitness boot camps with professional trainers
- Cross-island cycling
- · 'Kelong' visiting
- Wilderness survival courses with professional trainers
- Trekking
- · Outdoor cooking
- Beach soccer
- Sea swim

#### 3. Market Analysis Summary

#### 3.1 Regional Business Outlook

#### 3.1.1 Tourism

The tourism industry in Bintan has been showing great signs of promise since the government began its efforts in establishing world-class hotels and resorts by attracting foreign investment through the opening Bintan as a Free Trade Zone for hospitality and leisure businesses. This meant that there are no import and export taxes, value-added tax, custom duty, and in addition, a new one-stop hassle-free service office for all business licensing processes in Bintan.

With such measures in place, Bintan began her bloom in its development into a high-end travel destination. Many foreign-owned resorts and hotel chains have since started their involvement in Bintan, with the development of mega-resorts such as Lagoi Bay and Treasure Bay spearheading the growth of progress.

Physical boundaries are constantly expanded as more businesses enter the industry. Bintan Resorts, which used to be the only major hospitality establishment, occupy only the north-western portion of the island. Now, the eastern side of the island is also in development, albeit occupied by smaller private resort businesses. In the foreseeable future, Bintan is set to establish herself firmly and reasonably at the top of the list of popular tropical destinations, in view of her many world-class resorts. luxury designer golf courses, perfect beaches and pristine waters.

By far, the greatest opportunity in the regional market lies in the construction of a brand-new international airport in Bintan. Set to begin operations in 2015, the airport will support flights with a five-hour flight range. In other words, this new airport will potentially extend the regional reach of Bintan, with direct flights coming in from as far as Beijing, China and Melbourne, Australia. Even though Bintan Resorts clocked a visitor count of only 470,000 in 2011, the figures are expected to surpass 2 million in 2015, as projected by press releases from Bintan Resorts.

In summary, with a yearly visitor count of 2 million and growing, the integrated adventure park stands to gain in profits by opening herself up to the more adventurous travelers visiting Bintan.

#### 3.1.2 Education

Outdoor Education has always played a significant role in the Singapore educational system. First introduced to the educational system back in the 1970s when Outward Bound Singapore was established, the intention was to create ruggedness in the young students. Adventure camps eventually became highly popular among students and have proved its effectiveness in helping the students bond and learn. Hence, towards the turn of the millennium, outdoor education was made mandatory in the Physical Education (PE) syllabus by the Ministry of Education (MOE).

In the last decade, adventure camps are held mostly at MOE campsites or public campsites in Pulau Ubin. However, recent trends show that as the families of these students rise in affluence, the parents are likely to pay more for a better learning experience for their children. This results in more schools going overseas for more premium campsites.

Today, there are more than 200 government schools, which equates to 70,000 students each year encouraged to engage in outdoor education in the form of outdoor educational program modules and adventure camps. With the market rates of 5-day adventure camps ranging from \$\$300 to even as high as \$\$700 per student, this market proves to be stable, sustainable and most importantly, lucrative.

#### 3.2 Competitive Advantages

There is currently no similar integrated adventure park in the region. However, it is of great importance to prevent competitors from easily entering the market in the near future. Our competitive advantages will distinguish us from our potential competitors and set high barriers to entry.

#### 1. Excellent location for a tourism-centric appeal

Many campsites and adventure centres in the region are located in remote areas, in forests or near hills and rivers for a more rugged and wild environment. However, by establishing a premium adventure park on a beach close to a prime tourism destination, we are able to tap on a significant source of income from the tourism market, which is what our regional competitors are unable to capitalize on. Being in close proximity to big and ready markets such as Bintan and Singapore is a great advantage as well. Marketing and publicity efforts can easily be concentrated and focused as we are able to target specific markets, bringing higher returns to investments (ROI) for our marketing budget.

#### 2. Low overhead and operational costs

The integrated adventure park is a high-capital low-maintenance entertainment facility. Firstly, the employment costs of local Indonesians are advantageous to the business. The wages of the Indonesian staff are determined according to industry standards. A typical worker below supervisory level in Indonesia makes a monthly average of \$\$173.23\frac{1}{2}\$ in 2014. The minimum annual wage in the Riau Province in 2014 is \$\$1,812, which equates to \$\$151 per month. A typical university graduate from Jakarta will have a monthly starting pay of \$\$400.

The wages of workers are adjusted according to the individual's experience in given field, educational background and the technical difficulty of the job. Since the back-end maintenance and operations of the adventure park is mostly laborious work, we will be hiring workers from the local villages on the island. Most of the locals are lowly educated, so their wages will likely be pegged to the minimum wage limit. This is possible because firstly, the costs of living is low on the island, and secondly, the workers is earning a lower and more unstable income when they work as fishermen and village builders. For jobs at supervisory levels or requires special skill sets and knowledge, we will seek experienced and trained personnel from Bintan.

Also, the adventure facility do not require much power for operations. With the exceptions of the accommodation units, the F&B unit and general lightings, the entire facility is intended to be rugged and able to operate without power. This will result in low operational and marginal costs of the adventure park.

#### 3. Operational expertise of management team

Both co-founders of the business are avid adventurers and have strong competence and experience in campsite management and expeditions programming. With a combined 10 years of experience under the belts of the managers, they are able to bring enrichment and positive experience to the customers without compromising safety. More information about the management is provided in the resumes attached towards the end of this business plan.

Information obtained from Statistics Indonesia, the central agency of statistics in Indonesia.

#### 3.3 Target Customers

The integrated adventure park is intended to be a regional destination for outdoor enthusiasts of all ages. Moreover, with the growing popularity of Bintan among Asian travelers, and the increased ease of accessibility attributed to the new international airport, we reasonably expect that a significant number of potential customers are young adventure travelers and tourists visiting Bintan from all over the region. Another significant group of customers will be from Singapore, mainly in adventure tours for corporate groups and schools.

Based on previous records and reasonable extrapolation to the near future, we can categorize our prospects into specific groups for a better optimization of marketing and sale strategies.

#### 1. Singapore Corporate Groups

Corporate groups seeking cohesion programs and company retreats are usually funded by year-end budget surpluses. Based on industry standards, the dollar volume for company retreats, cohesions and team-building programs are fairly large and can prove to be lucrative as we tap into this group of existing clients in the market. Groups including private companies, government organizations and military units will fall under this category.

#### 2. Regional Tourists

Due to high ease of accessibility of the centre, we are able to appeal to Singaporeans who are seeking a short weekend get-away. These customers, generally young adults, working adults and families, can enjoy the wide range of facilities and sports that the park is able to offer. Families can also enjoy family bonding time as they engage in activities together.

A significant number of guests expected will be from around the region. Bintan is regularly visited by travelers from Malaysia, Indonesia, Japan, Taiwan, Hong Kong, China and Japan. Hence, we can expect that some travelers at Bintan Resorts may visit the adventure park for a day adventure tour, due to the unique programs and activities we have to offer.

#### 3. Singapore Schools

As mentioned in the previous sections, The Ministry of Education Physical Education (MOE PE) syllabus 2014 requires all government schools and their students to engage in outdoor education every year. The MOE sets aside a large budget to subsidize the students in the outdoor courses, an effort to encourage them to participate actively. With an estimation of 75,000 students every year, this is a ready market with a sizable dollar volume.

#### 4. Project Timeline

#### Phase Zero: Conceptualization and Planning

- Effective Time Period: 31 March 2014 31 July 2014
- Key Elements:
  - · Rough concept build-up
  - · Preliminary feasibility studies

#### Phase Zero: Final Planning and Prototyping

- Effective Time Period: 31 July 2014 31 December 2014
- Key Elements:
  - · Completed site recce and site feasibility analysis
  - Settle legal matters for land procurement
  - · Hire architect and surveyor for the Centre Development Plans
  - · Set up Indonesia private limited company
  - · Apply for all relevant permits and licenses for adventure centre
  - · Pitch for investment funding for project

#### Phase 1: Construction and Set-up

- Effective Time Period: 31 December 2014 31 September 2015 (Tentative)
- Key Elements:
  - Begin construction works
  - · Procure materials and equipment for centre
  - · Plan detailed marketing execution strategy
  - · Network with prospective business partners
  - · Network with neighboring resorts and hotels to propose collaborations
  - Begin hiring process for centre staff and managers

#### Phase 2: Operations and Execution

- Effective Time Period: 31 September 2015 1 Jan 2020
- Key Elements:
  - · Complete all construction works and procurement of equipment
  - Execute marketing plans and PR campaigns
  - · Begin official operations

#### Phase 3: Future Expansion Opportunities

- Effective Time Period: 1 Jan 2020 1 Jan 2024
- · Key Elements: Source for expansion opportunities i.e. franchise/replication of model

#### 5. Strategy and Implementation Summary

#### 5.1 Pricing Strategy

The pricing structure will be tailored for each of the aforementioned client groups.

- a. Schools and Corporate Programs
  - For such business to business contracts, we will employ the cost-plus pricing strategy. This strategy will allow the centre to maximize profits in the shortest time period and in the most cost-efficient manner possible. It is also the simplest way to charge, and any further price increase can easily be justified with cost increases.
  - For corporate events or programs, an all-inclusive fee for the entire duration of their stay will be charged. This is inclusive of all accommodation, food and beverage, and equipment or facility bookings costs.
- b. Guests (Individuals)
  - i. For individual clients, we will employ the value-based pricing strategy.
  - The value-based pricing strategy is better used in business-to-consumer market. It
    makes use of the consumer's perception of the value of the service or product rather
    than the actual cost of the service or product.
  - In the tourism market, consumers are less sensitive to price changes. The demand of the adventure centre is price inelastic because the consumers are spending discretionary income to enjoy a holiday.
  - This strategy can allow profits to increase significantly without having any significant effects on the sales volume.
  - This strategy will also allow us to price competitively since consumers will perceive
    the adventure centre as an exclusive venue.

#### 5.2 Pricing Model

The table below shows the tentative pricing for the various programs.

Item	Price (SGD)
Beach Cabin (holds 4, price inclusive of all activities)	\$520 - \$560/night
Single Adult Day Tour	\$120
School Team-building Program (3D2N/4D3N)	\$300/person
Wilderness Survival Program (3D2N)	\$250/person
Corporate Cohesion (Single-day/2D1N)	\$200-\$350/person
Weekend Adventure Tours (2D2N)	\$350/person

#### 5.3 Marketing Strategy Summary

Marketing campaigns through the following avenues can be implemented to generate greater brand awareness and better customer engagement.

- a. Owned and paid digital media
  - Website
    - It is necessary to invest in a visually-appealing, user-friendly and reliable website to provide a good first impression for our prospects.
    - Active measures to improve SEO will be employed to drive traffic to the website, increasing public exposure
  - Social media platforms
    - Setting up a Facebook page is a common way to engage customers. The
      Facebook page is a way for our existing clients to feedback on their prior
      experiences, and for prospects to learn more about the adventure park. Visual
      content creation from new programs and events can further engage our
      customers on a consistent basis. This can also serve as an effective way for us
      to publicize for upcoming events to our target audience.
    - A YouTube channel can be set up to present video series to promote outdoor
      adventure and sports. For example, videos of certain sports events held in the
      adventure park and some tutorials for wilderness survival skills presented by
      our in-house professional instructors can be posted to pique the interests of
      our target audience, as well as to create greater customer engagement.
- b. Print and traditional media
  - Brochures
    - Brochures will be featured in selected partnering resorts in Bintan for greater publicity of the adventure centre.
  - Newspapers and magazines
    - Public Relations (PR) campaigns can be held by Icon Media Group to feature interviews or articles written about the management team on newspapers and magazines, in order to intrigue the interest of the general public to find out more about the project.
    - Collaborations with organizations like SAFRA and HomeTeam NS can benefit us as they are able to feature the adventure park in their newsletters and magazines to their members.
- c. Events
  - Being a dynamic and active venue for outdoor enthusiasts, events can be an excellent tool for customer engagement, retention and customer return rate. The adventure park can hold several regular sports events such as paintball tournaments for public and student groups to participate.

#### 6. Financial Projections

#### 6.1 Projection Statements

Sales Rate	Units Sold					
Year	201	2016	2017	2018	2019	2020
Adventure Tours (2D2N)	\$350	1,250	2,500	3,500	5,000	6,500
School Camps	\$300	2,000	2,600	3,000	3,600	4,000
Day tours	\$120	300	700	1,200	1,500	2,000
Projected Income Statement	201	5 2016	201	7 2018	2019	2020
Sales		- \$1,073,500	\$1,738,61	1 \$2,501,573	\$3,484,451	\$4,515,583
Costs of Goods Sold		- \$347,370	\$549,780	\$706,980	\$933,600	\$1,143,300
Gross Profit		- \$726,130	\$1,188,83	1 \$1,794,593	\$2,550,851	\$3,372,283
SG&A (Wages)	\$51,84	\$178,440	\$237,888	\$275,472	\$277,632	\$285,552
SG&A (OPEX)	\$67,80	\$187,700	\$206,470	\$227,117	\$249,829	\$274,812
EBITDA	(\$119,640	\$359,990	\$744,47	\$1,292,004	\$2,023,391	\$2,811,919
Depreciation	\$69,75	\$69,750	\$69,750	\$69,750	\$69,750	\$69,750
EBIT	(\$189,390	\$290,240	\$674,72	\$1,222,254	\$1,953,641	\$2,742,169
Interest Expenses	s	\$0	\$(	) \$0	\$0	\$0
EBT	(\$189,390	\$290,240	\$674,72	\$1,222,254	\$1,953,641	\$2,742,169
Corporate Income Tax		- \$11,755	\$59,92	7 \$147,308	\$297,168	\$406,527
NET INCOME	(\$189,390	\$278,485	\$614,79	5 \$1,074,946	\$1,656,473	\$2,335,642
Cash Flow Statement	2015	2016	2017	2018	2019	2020
Cash Flow from operating activities	(\$119,640)	\$359,990	\$732,718	\$1,232,077	\$1,876,083	\$2,514,751
Net Income	(\$189,390)	\$278,485	\$614,796	\$1,074,946	\$1,656,473	\$2,335,642
Increase in Current Liabilities	\$0	\$11,755	\$48,172	\$87,381	\$149,860	\$109,359
Depreciation	\$69,750	\$69,750	\$69,750	\$69,750	\$69,750	\$69,750
Cash Flow from investing activities	(\$1,195,750)	\$0	\$0	\$0	\$0	\$0
General Construction	(\$480,000)	\$0	\$0	\$0	\$0	\$0
Adventure facility	(\$575,000)	\$0	\$0	\$0	\$0	\$0
Project Management fee	(\$102,750)	\$0	\$0	\$0	\$0	\$0
Admin Preparations	(\$38,000)	\$0	\$0	\$0	\$0	\$0
Cash Flow from financing activities	\$1,500,000	(\$179,995)	(\$366,359)	(\$739,246)	(\$1,125,650)	(\$1,508,851)
Stock Issue	\$1,500,000					
Dividends		(\$179,995)	(\$366,359)	(\$739,246)	(\$1,125,650)	(\$1,508,851)
Cash Flow	\$184,610	\$179,995	\$366,359	\$492,831	\$750,433	\$1,005,900
Cash Flow (Cumulative)	\$184,610	\$364,605	\$730,964	\$1,223,795	\$1,974,228	\$2,980,128

6.2 Costs Analysis
Capital Expenditure (in Singapore Dollars)

Capital Expenditure (in Singapore Dollars)			
Phase 0 - Admin Preparation	Quantity	Unit Cost	Subtotal
Land lease deposit	1	\$26,000	\$26,000
Legal set-up fees	1	\$5,000	\$5,000
Owned media resources	1	\$7,000	\$7,000
Subtotal Phase 0			\$38,000
Phase 1 - Construction			
Cabins	10	\$25,000	\$250,000
F&B area	1	\$80,000	\$80,000
Permanent tents	50	\$1,000	\$50,000
Staff house	1	\$50,000	\$50,000
Generator house	1	\$25,000	\$25,000
General landscaping	1	\$15,000	\$15,000
Reception hut	1	\$10,000	\$10,000
Subtotal Construction			\$480,000
Phase 1 - Adventure Facility			
Passenger ferry	2	\$37,500	\$75,000
Sea-sports centre	1	\$100,000	\$100,000
Climbing centre	1	\$250,000	\$250,000
Paintball centre	1	\$150,000	\$150,000
Subtotal Adventure Facility			\$575,000
Phase 1 - Project Management			
Project Management fees	1	\$52,750	\$52,750
Contingency budget	1	\$50,000	\$50,000
Total Capital Expenditure			\$1,195,750
Operation Expenditure (in Singapore Dollars)			
Monthly OPEX		Unit Cost	Annual
Land lease		\$10,000	\$120,000
Paid marketing resources		\$2,000	\$24,000
Office rental		\$1,500	\$18,000
Public liability insurance		\$500	\$6,000
Travel		\$500	\$6,000
Centre maintenance & utilities		\$300	\$3,600
Office utilities		\$150	\$1,800
Office supplies		\$100	\$1,200
Total		\$15,050	\$1,200
TOTAL		313,030	\$100,000
Yearly OPEX			
Licenses and permits		\$5,000	\$5,000
Land tax		\$1,000	\$1,000
Secretary fees		\$600	\$600
Accounting/auditing		\$500	\$500
Total		\$7,100	\$7,100
		,=	.,

#### 6.3 Human Resource Plan

Personnel Payroll (Year 2)	No. of Pax	Wage/Pax	Subtotal (SGD)	Total/Year
Singaporean Staff				
Director	2	\$3,000	\$6,000	\$72,000
Program Coordinator	2	\$2,160	\$4,320	\$51,840
Sub-total (Singaporean)	4		\$10,320	\$123,840
Indonesian Staff				
Centre GM	1	\$400	\$400	\$4,800
Campsite Assistant	2	\$150	\$300	\$3,600
Passenger Boat Operator	3	\$250	\$750	\$9,000
Reception	2	\$150	\$300	\$3,600
F&B Staff	3	\$150	\$450	\$5,400
Cook	2	\$400	\$800	\$9,600
Facility Technician	2	\$400	\$800	\$9,600
Security	2	\$150	\$300	\$3,600
Housekeeping	3	\$150	\$450	\$5,400
Sub-total (Indonesian)	20		\$4,550	\$54,600
Total	24		\$14,870	\$178,440

#### 6.4 Statement of Retained Earnings

Statement of Retained Earnings	2015	2016	2017	2018	2019	2020
Dividends		\$179,995	\$366,359	\$739,246	\$1,125,650	\$1,508,851
Shareholder - Alan Seng 15.0%		\$26,999	\$54,954	\$110,887	\$168,847	\$226,328
Shareholder - Hilmy Gozan 5.0%		\$9,000	\$18,318	\$36,962	\$56,282	\$75,443
Shareholder - Investor 1 16.0%	(\$300,000)	\$28,799	\$58,617	\$118,279	\$180,104	\$241,416
Shareholder - Investor 2 16.0%	(\$300,000)	\$28,799	\$58,617	\$118,279	\$180,104	\$241,416
Shareholder - Investor 3 16.0%	(\$300,000)	\$28,799	\$58,617	\$118,279	\$180,104	\$241,416
Shareholder - Investor 4 16.0%	(\$300,000)	\$28,799	\$58,617	\$118,279	\$180,104	\$241,416
Shareholder - Investor 5 16.0%	(\$300,000)	\$28,799	\$58,617	\$118,279	\$180,104	\$241,416
Rate of Return on Investment		9.60%	19.54%	39.43%	60.03%	80.47%
Capital Investment Breakeven Point	Year 4 (2018)					

#### 6.5 Investment Requirement

Based on knowledgeable, reasonable and realistic projections as reflected above, we will require a capital investment of SGD 1,500,000 for all construction, procurement of equipment and operation of the integrated adventure park.

The company is seeking for a maximum of 5 investors, each investor with a minimum investment sum of SGD 300,000, in exchange for a total of 80% of the company. The returns of investment are as shown in the statement above.

# Thank You

## Questions and Answers



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