



Aire Hospitality Group

USCIS EB-5 Business Plan

CONTACT INFORMATION

Mr. Customer
2956 Quilly Lane
Columbus, OH 43215

Wise Business Plans

Confidentiality Statement

This document (the “Business Plan”) contains confidential information proprietary to Aire Hospitality Group, hereinafter referred to as the “Company.” This information and related conversations are submitted solely for the purpose of introducing selected parties to the Company’s Business Plan. The Company’s disclosure of information contained herein and in related conversations does not constitute authorization for the recipient of the Business Plan to use the information, ideas, or concepts contained herein for any purpose other than the evaluation of the Company, or to disclose any information to any other parties. The Company retains ownership of this Business Plan, including any and all concepts and ideas described herein.

Each recipient of this document agrees to treat the information in a strictly confidential manner. The recipient may not disclose, directly or indirectly, or permit any agent or affiliate to disclose any information contained herein, or reproduce this document in whole or part without the prior written consent of the Company, unless otherwise required by applicable law.

Securities Statement

This Business Plan does not constitute an offer to sell or the solicitation of an offer to buy any securities or an offer to sell or the solicitation of an offer to buy such securities in any circumstances in which such offer or solicitation is unlawful. Neither the delivery of this Business Plan nor any sale of the Company’s securities shall, under any circumstances, create any implication that there has been no change in the affairs of the Company since the date hereof, or that information contained herein is correct as of any time subsequent to its date.

Disclaimer Statement

The market analysis and financial projections presented herein represent the Company’s best judgment and reasonable assumptions of future events and circumstances; all other information contained herein has been obtained from sources deemed reliable. However, no warranty or representation, expressed or implied, is made as to the accuracy or completeness of any information contained herein, and same is submitted subject to errors and omissions, and no representations or warranties of future company performance or market trends are intended, and such are expressly disclaimed.

Table Of Contents



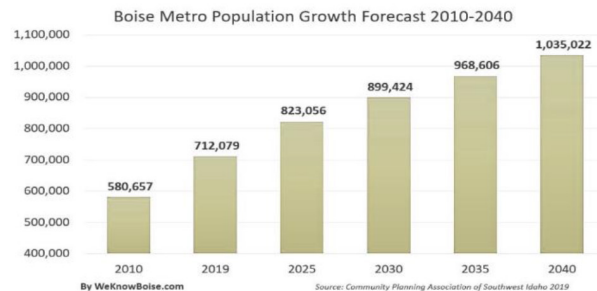
Aire Hospitality Group

Confidentiality Statement.....	2
Securities Statement	2
Disclaimer Statement	2
Table Of Contents.....	3
Executive Summary.....	4
Objective.....	8
Startup Financial Summary.....	10
Funding Summary	10
Products and Services.....	12
Development Details	14
Operational Details	16
Market Analysis	23
Target Market.....	24
Key Success Factors.....	24
Competitive Analysis.....	25
Competitive Advantages & Value Propositions	30
SWOT Analysis.....	32
Marketing Campaign	32
Milestones.....	34
Management.....	25
Board Members and Advisors.....	35
Organizational Chart.....	35
Investment Structure.....	36
Flow of Funds	37
Job Creation Timeline.....	38
Financial Assumptions and Key Project Variables.....	39
Personnel Forecast.....	41
Projected Income Statement	42
Projected Cash Flow	45
Projected Balance Sheet	46
Projected 12-Month Income Statement.....	47

Executive Summary

Objective: Aire Hospitality Group (also referred to as “the Company,” or “AHG” [www.ahg.com]) is a new Meridian, ID-based company that is excited to be an integral part of a 30-acre development known as Treasure Park in Meridian. The Company is introducing much-needed lodging inventory into the market by leading the development of a 120-room Four Points by Sheraton¹ hotel on a 3-acre parcel within the Treasure Park grounds.

Beyond the typical requirements to identify key business initiatives going forward, the objective of this business plan is to adhere to EB-5 standards as part of an application package submitted to the USCIS². This plan acts as supporting evidence to justify the capital inclusion from a to-be-identified EB-5 Regional Center.



Problem: As Meridian, ID and the greater Boise area continues to experience unprecedented growth, the need for lodging amenities has also risen. This is due to a corresponding growth in the tourism industry, which is driven in part by a combination of sports-outdoors-centric travelers and the proximity of the area to the many Meridian-area amenities.

Solution: Supported by a market study and financial feasibility report by Hallen Hill, Inc., Aire Hospitality Group is launching a 120-room Four Points by Sheraton Hotel at The Northwest quadrant of Treasure Park. The highly respected Aire Hospitality Group Group will manage the hotel on a 3-acre parcel at the “Oasis Centre” development adjacent to planned Tiller Stadium.

Market³: According to a study released last year, tourism helped support nearly 13,000 jobs in the Treasure Valley region within the one-year period between July 2016 and July 2017. This figure represents a thirty-six percent increase from the number of jobs supported in 2008-09. This growth correlates with an increasing number of people visiting Boise each year; in the 2016-2017 fiscal year, more than 1 million visitors came to the city. In short, as the population has grown, amenities and attractions have grown along with it – pushing up the tourism statistics dramatically

Target Market: The two most specific target segments are believed to be

- 1.) Business Traveler, Male, 25-55, ~80-100K income
- 2.) Families, Household income >\$150K, Sports & Leisure interests

Marketing: The Marriott/Starwood/Four Points brand and corporate resources will play a significant role in the marketing of the property to prospective guests. Furthermore, managing partner Aire Hospitality Group is expected to carry out a number of initiatives to optimize the occupancy rate, such as:

- Branded Website: Managing and Optimizing.
- OTA (Online Travel Agency): Constant monitoring of content and photography. Responding to social comments.
- Social Media: Verify top performance at sites like Trip Advisor.

¹ The Four Points brand is owned by Starwood Hotels & Resorts, which is in turn owned by Marriott International

² United States Citizenship and Immigration Services

³ Market Study carried out by Today Meridian

- Corporate Connections: Deploy national account managers and sales team resources to establish contacts with the national account leaders and the local decision-makers.

Group-based Attraction: Several relationship-building initiatives that expand upon the Company's broad existing base of business/group-based contacts around the U.S.

Competitive Advantages & Value Propositions: The Company offers the following attractive competitive advantages and value propositions:

Branding: Four Points by Sheraton is considered to be an extremely strong brand and a perfect fit for the demographic profile of the guest at this Meridian location. Furthermore, Marriott International, the brand owner, is in the process of implementing a \$500 million plan (begun in June 2018) to revamp all of the Sheraton Hotel and Resorts brands, where Four Points' improvements include:

- Lobbies will now have a town square feel to them. There will be more comfortable seating and communal tables. The tables will have lockable drawers for guests to store their devices when taking bathroom or other breaks.
- Privacy booths will be available for guests to make phone calls. Guests can rent "collaboration suites," small, partially enclosed meeting areas. And they will be able to reserve them through Marriott's mobile app.
- A "coffee bar" will serve coffee daily, alcoholic beverages, and more by night.
- Guestrooms will be revamped with desks that can be lowered or raised for sitting or standing.

Location: The 3-acre property resides in the midst of a developing area very close to the Tiller Center & Stadium, Main Street & Meridian Square, and just off I-84, with numerous business, retail, and new residential projects. The hotel will be very convenient to the pedestrian mall of Main Street Meridian and to the many businesses, restaurants, and other amenities in the immediately surrounding area.

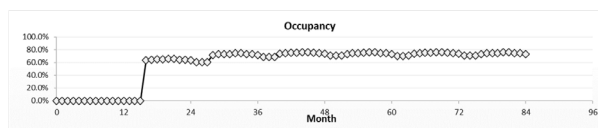
Management Company: The Company is not only a highly respected management company for a number of major hotel chains; it is also considered a valuable business partner as an industry thought leader in operational and marketing strategies. As such, the Company offers consulting services in the areas of sales and marketing; financial reporting, analysis, and summary; staffing analysis; quality assurance reviews and on-site analysis; assessment, development, and implementation of associate training programs; franchise review, selection, and negotiation; development services; and human resources.

Capital Summary: EB-5 Investor Visa Equity will be utilized as one of the funding vehicles going forward. The total amount required for investment is \$16.0 MM US Dollars, where \$5.0MM will be allocated in accordance with Regional Center-type USCIS EB-5 investment specifications. As such, the project has completed an Economic Study where the investment expenditures and operating revenue streams have been used to estimate the job-creation impact of this Four Points hotel project on Boise MSA – thus justifying a “maximum” amount of capital that would be eligible under the EB-5 program. As 190 jobs were found to be created by this project, the total amount of EB-5 funding eligible has been calculated as \$9.0MM (10 jobs per \$500K investment-per-investor for TEA projects). Since only \$5.0MM EB-5 funding is required to complete the capital stack, the amount allocated to EB-5 was finalized at \$5.0MM.

Sources/Uses	Year 0	Year 1	Year 2	Total
Sources of Funds	\$			
Bank	8,425,000	0	0	8,425,000
Investor (EB-5)	5,000,000	0	0	5,000,000
Founder	2,600,000	0	0	2,600,000
Total	16,025,000	0	0	16,025,000
Uses of Funds				
Legal, Professional Fees, Software Services	150,000	0	0	150,000
Land (ConstrDev)	2,000,000	0	0	2,000,000
Hard Costs	0	6,737,774	3,162,226	9,900,000
Soft Costs	0	697,430	94,570	792,000
Developer Fee	0	110,995	285,005	396,000
FF&E	0	177,042	614,958	792,000
Improvements, Parkg, Lndscp	0	41,932	198,068	240,000
Taxes, Legal, Permits, Other	0	173,907	26,093	200,000
Interest, Financing Costs	0	396,000	264,000	660,000
Contingency	0	297,000	198,000	495,000
Working Capital, ConstrDev	250,000	0	0	250,000
Working Capital, Operations	150,000	0	0	150,000
Total	2,550,000	8,632,080	4,842,920	16,025,000

U.S. Investor Visa Capital Summary		
Item	Description	Notes
Immigrant Investor Visa Type	EB-5	Regional Center Type
EB-5 Min Investment Eligible Amt	\$500,000	U.S. Dollars
TEA Designation	Yes	---
Jobs Created	190	FTE's Based on RIMS II I-O Economic Impact Study

Financial Overview: The chart and table to the right illustrate the projected operating proforma parameters based on a 7-year horizon. A long-term stabilized revenue amount was estimated to be \$6.5MM – based primarily on the founder’s knowledge of industry sales volumes and the associated reasonable capture rate. For more information on the assumptions utilized, please see the “Financial Assumptions and Key Project Variables” section.



Income Stmt [monetary val's \$]	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Development Costs								
Land (ConstrDev)	2,000,000	0	0	0	0	0	0	0
Hard Costs	0	8,022,358	1,877,642	0	0	0	0	0
Soft Costs	0	740,282	51,718	0	0	0	0	0
Developer Fee	0	191,504	204,496	0	0	0	0	0
FF&E	0	276,522	515,478	0	0	0	0	0
Improvements, Parkg, Lndscp	0	64,339	175,661	0	0	0	0	0
Taxes, Legal, Permits, Other	0	187,004	12,996	0	0	0	0	0
Interest, Financing Costs	0	495,000	165,000	0	0	0	0	0
Contingency	0	371,250	123,750	0	0	0	0	0
Working Capital, ConstrDev	250,000	0	0	0	0	0	0	0
Rev/Occupancy Growth Profile								
Occupancy	0	0.0%	48.4%	70.1%	73.6%	73.8%	74.0%	73.7%
Room Nights Sold	0	0	20,542	30,547	32,156	32,274	32,349	32,221
ADR	0	0.00	104.01	146.48	157.47	166.27	172.37	176.99
RevPAR	0	0.00	66.06	102.50	115.73	122.56	127.37	130.24
Revenue								
Rooms	0	0	2,848,765	4,478,401	5,061,287	5,362,981	5,574,013	5,700,873
Restaurant	0	0	208,141	327,208	369,796	391,839	407,258	416,527
Banquet/Catering, Food	0	0	103,587	162,843	184,038	195,008	202,682	207,295
Banquet/Catering, Beverage	0	0	12,585	19,785	22,360	23,693	24,625	25,185
Banquet/Catering, Other	0	0	64,863	101,967	115,239	122,108	126,913	129,801
Revenue Total	0	0	3,237,940	5,090,205	5,752,720	6,095,629	6,335,491	6,479,681
COGS								
Credit Card/Digital Trans Fees	0	0	97,138	152,706	172,582	182,869	190,065	194,390
Food & Beverage	0	0	171,886	270,213	305,383	323,586	336,319	343,974
Banquet/Catering, Other	0	0	8,432	13,256	14,981	15,874	16,499	16,874
COGS Total	0	0	277,456	436,175	492,946	522,329	542,883	555,238
Expenses								
Administration (payroll)	0	0	129,518	179,455	184,916	190,464	196,169	202,060
Housekeeping (payroll)	0	0	101,424	154,488	167,485	173,107	178,727	183,344

Laundry (payroll)	0	0	52,826	80,462	87,232	90,159	93,087	95,492
Front Desk (payroll)	0	0	105,650	160,925	174,464	180,319	186,174	190,983
Misc/Finance, Admin (payroll)	0	0	48,569	73,980	80,203	82,895	85,587	87,798
Restaurant/F&B (payroll)	0	0	155,670	244,721	276,573	293,059	304,591	311,523
Taxes/Benefits	0	0	61,318	90,903	97,202	100,372	103,564	106,355
Linen & Laundry	0	0	31,695	48,277	52,339	54,096	55,852	57,295
Comp F & B	0	0	42,260	64,370	69,786	72,128	74,469	76,393
Phone Lines	0	0	68,673	104,601	113,402	117,208	121,013	124,139
Electric	0	0	95,086	144,833	157,018	162,287	167,557	171,885
Repairs & Main	0	0	48,569	96,079	115,054	121,913	126,710	129,593
Marketing & Ad	0	0	205,119	322,910	365,086	386,848	402,071	411,222
Franchise Fee	0	0	175,816	276,780	312,931	331,584	344,632	352,476
Mngmt Fee	0	0	118,119	186,882	212,678	226,145	235,268	240,502
Expenses Total	0	0	1,440,312	2,229,664	2,466,371	2,582,586	2,675,470	2,741,061
EBITDA	0	0	1,520,172	2,424,365	2,793,403	2,990,715	3,117,138	3,183,381
Interest	0	0	409,215	540,161	533,540	526,476	518,939	510,896
Depreciation	0	172,004	426,537	449,167	449,167	449,167	449,167	449,167
Income Taxable	0	(172,004)	684,420	1,435,038	1,810,696	2,015,072	2,149,032	2,223,318
Adj. for Carryforward	0	0	512,416	1,435,038	1,810,696	2,015,072	2,149,032	2,223,318
Tax Charge	0	0	102,483	287,008	362,139	403,014	429,806	444,664
Net Income	0	(172,004)	581,937	1,148,030	1,448,557	1,612,058	1,719,226	1,778,655

Objective

The purpose of this plan is to provide the U.S. Government, financial institutions, and other interested parties with the information necessary to evaluate the scope and future growth and financial health of Aire Hospitality Group in the marketplace. In addition to serving as a roadmap for management, this plan will show that: 1) a significant market opportunity exists when analyzing the current market demands and competitive landscape; 2) the management team set in place is qualified to execute on a well-thought-out operational, marketing and sales strategy, and 3) the correct capital structure will allow for a long-lasting, profitable business.

To achieve the Company's objectives, the subject EB-5 Regional Center is being requested to contribute \$5.0MM of Investor Visa Capital via the EB-5 Immigrant Investor Program associated with the United States Citizenship and Immigration Services (USCIS) department. The founders and managing partners will also contribute \$2.6MM of additional equity funding, and the balance of the capital stack will be funded by standard Senior Bank Debt at \$8.4MM. The funding will be allocated in a variety of ways over time, including Hard Costs, FF&E, and Working Capital. The project's financial model shows consistent growth for the venture over the next seven years. By year seven, plans call for the Company to achieve \$6.5MM in annual gross revenue with a net profit of \$1.8MM.

Matter Of Ho Compliance⁴

The USCIS Policy Manual Volume 6 – Immigrants, part G provides guidance to applicants regarding the USCIS review standards for an EB-5 project comprehensive business plan. An EB-5 project business plan must satisfy these review standards to adequately support the job creation claims made therein. These standards are based on those articulated within the Matter of Ho decision issued by the Administrative Appeals Office (“AAO”), and documented within 8 CFR 204.6(j)(2), 22 I&N Dec. 206 (Assoc. Comm. 1998). Therefore, this document and its supporting appendices have been prepared to meet the Matter of Ho standards as the petitioner understands them. In addition to providing a thorough description of the activities that constitute the Aire Hospitality Group EB-5 Project, this document addresses the elements listed in the AAO decision as follows:

Item	Reference
Description of the Business:	Please refer to the "Products and Services," and "Operational Overview" sections.
Required Permits:	Please refer to the "Required Permits" section.
Sales, Cost, and Income Projections:	Please refer to the "Projected Income Statement" section.
Marketing Strategy:	Please refer to "Marketing Campaign" and "Target Market" section.
Staffing Projections and Position Descriptions:	Please refer to the "Operational Overview" section for a summary of the staffing requirements and description of each expected new position.
Contracts:	Please refer to the "Key Contractors and Partnerships" section.
Market Analysis:	Please refer to the following sections: All "Market Analysis" sections
Organizational Structure and Professional Team:	Please refer to the "Management" section.
Description of the Manufacturing or Production Process:	Please refer to the "Products and Services," and "Operational Overview" sections.

Additionally, while not specifically addressed in the Matter of Ho guidance provided in the USCIS Policy Manual Volume 6, this EB-5 project business plan also provides information supporting the capital expenditures and development timeline for the EB-5 Project. Please refer to the Executive Summary section or Financial Analysis section Statement of Sources and Uses of Funds for a summary of the sources and uses of funds for the EB-5 Project. This EB-5 project business plan required securities documents, and other required information in this filing is intended to provide the level of “verifiable detail” required for a positive determination regarding the immigrant investor Form I-526 petitions.

⁴ [ecfr.gov/cgi-bin/text-idx?&node=se8.1.204_16](https://www.ecfr.gov/cgi-bin/text-idx?&node=se8.1.204_16)

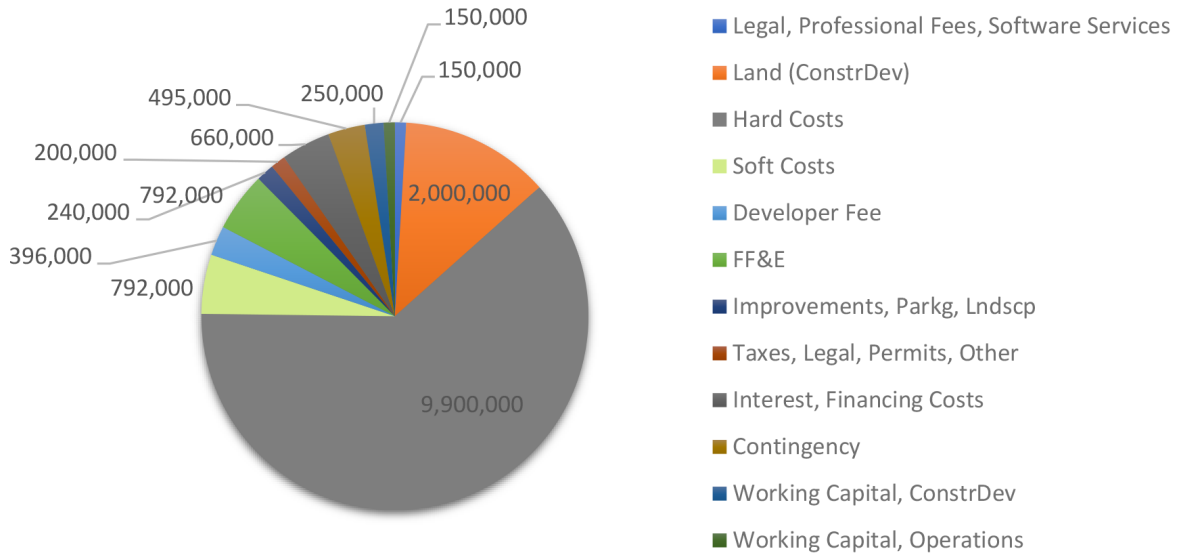
Start-Up Summary

The following figures detail the funding the Company will need to execute the milestones laid out in this plan. The majority of the funding is required for Hard Costs, FF&E, and Working Capital.

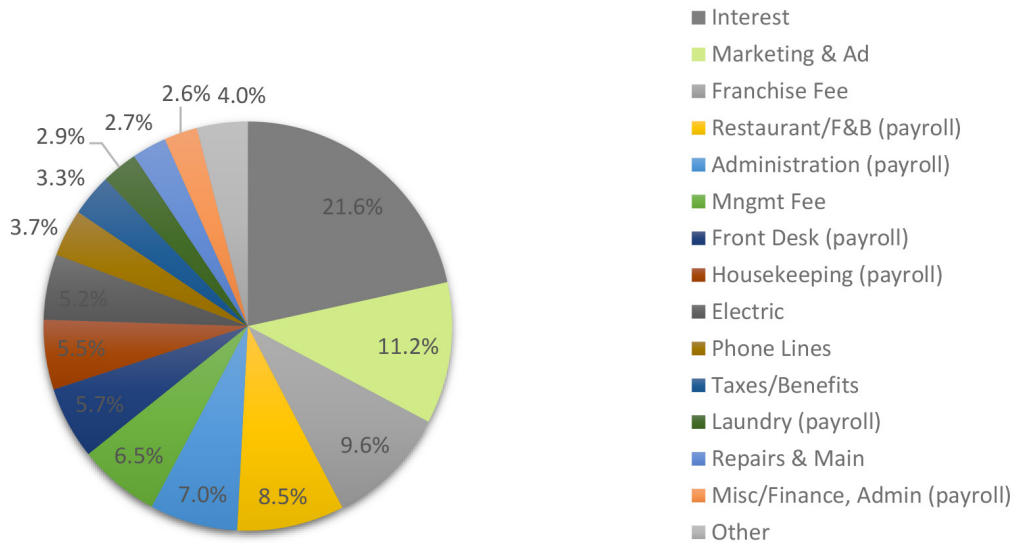
Funding Summary

Sources/Uses	Year 0	Year 1	Year 2	Total
Sources of Funds	\$			
Bank	8,425,000	0	0	8,425,000
Investor (EB-5)	5,000,000	0	0	5,000,000
Founder	2,600,000	0	0	2,600,000
Total	16,025,000	0	0	16,025,000
Uses of Funds				
Legal, Professional Fees, Software Services	150,000	0	0	150,000
Land (ConstrDev)	2,000,000	0	0	2,000,000
Hard Costs	0	6,737,774	3,162,226	9,900,000
Soft Costs	0	697,430	94,570	792,000
Developer Fee	0	110,995	285,005	396,000
FF&E	0	177,042	614,958	792,000
Improvements, Parkg, Lndscp	0	41,932	198,068	240,000
Taxes, Legal, Permits, Other	0	173,907	26,093	200,000
Interest, Financing Costs	0	396,000	264,000	660,000
Contingency	0	297,000	198,000	495,000
Working Capital, ConstrDev	250,000	0	0	250,000
Working Capital, Operations	150,000	0	0	150,000
Total	2,550,000	8,632,080	4,842,920	16,025,000

Uses of Funds



Working Capital Breakdown



Products And Services

Aire Hospitality Group will lead the development of the Four Points by Sheraton (Starwood Hotels & Resorts) on a 3-acre site at the southwest quadrant of Treasure Park in Meridian, ID. The hotel operations are expected to launch in January 2021. The hotel will be operated by a highly respected and well-known management company, Lodging Elite.

The value proposition to the community will be strengthened by future co-development office units and retail spaces adjacent to the Four Points site – all of which make up the 30-acre multi-use project known as the “Oasis Center.”

Offerings: The five-story hotel will have 120 guest rooms averaging approximately 350 square feet in size – covering floors 2-5. The first floor will offer a workout/fitness facility, a banquet hall/conference center, and a restaurant. The recently-revamped Four Points brand will drive the interior look and feel throughout the building, and the brand calls for the following amenities to also be offered:

- Lobby will have a town square feel to them. There will be more comfortable seating and communal tables. The
- Privacy booths will be available for guests to make phone calls. Guests will be able to rent “collaboration suites,” small, partially enclosed meeting areas.
- A “coffee bar” will serve coffee daily, alcoholic beverages, and more by night.
- The restaurant will incorporate Four Points’ initiative to have an “authentic taste of the local area” with their Best Brews™ offering; guests will experience locally crafted beers on tap that pair well with the brand’s signature burger and pretzel



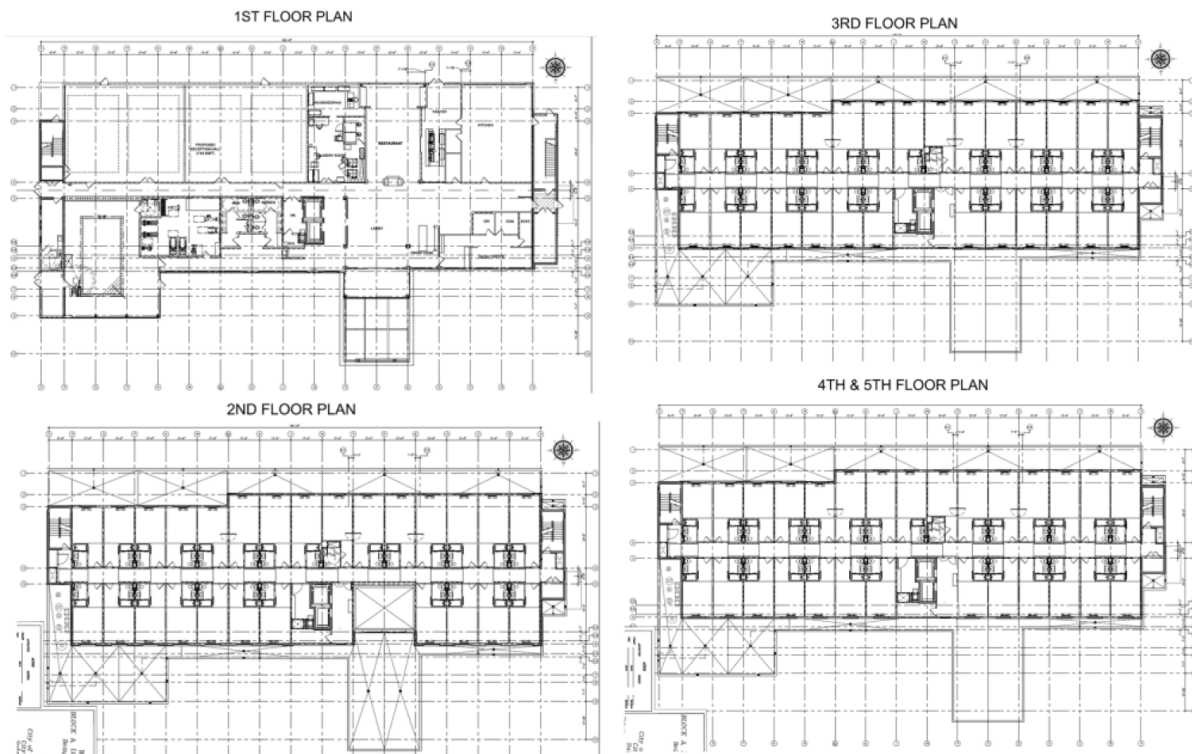
The following table summarizes the hotel's services and amenities within the context of how they were modeled in all financial forecasts throughout this business plan:

Item	Value	Units	Notes
Total Number of Units	120	---	---
Unit Average Daily Rate, Year 1	\$136	\$	Sourcing Strategies, Inc. Feasibility study for subject hotel property
Unit Average Daily Rate, Year 2	\$144	\$	Sourcing Strategies, Inc. Feasibility study for subject hotel property
Unit Average Daily Rate, Year 3	\$158	\$	Sourcing Strategies, Inc. Feasibility study for subject hotel property
Unit Average Daily Rate, Year 4	\$164	\$	Sourcing Strategies, Inc. Feasibility study for subject hotel property
Unit Average Daily Rate, Year 5	\$170	\$	Sourcing Strategies, Inc. Feasibility study for subject hotel property
Restaurant Size	880	sf	Total Seating Area (doesn't include kitchen)
Number of Seats	48	---	restaurantfurniture.net/restaurant-design
Restaurant, Rev per Available Seat	26.00	\$/PAS	Rev Per Available Seat (STR Research, Upscale Hotel)
Restaurant, Annual Estimate	430,000	\$	(Rev/Seat = (Revenue/(Total Venue Seats * # of days in period))) (From STR)
Banquet/Catering, Size	3,500	sf	---
Banquet/Catering, RevPAS, Food	0.16	\$/sf	RevPAS (From STR)
Banquet/Catering, RevPAS, Beverage	0.02	\$/sf	RevPAS (From STR)
Banquet/Catering, RevPAS, Other	0.10	\$/sf	RevPAS (From STR)
Banquet/Catering, Annual Estimate, Food	214,000	\$	(Rev/SqFt = (Revenue/(Total Sq Ft * # days in period))) (From STR)
Banquet/Catering, Annual Estimate, Beverage	26,000	\$	(Rev/SqFt = (Revenue/(Total Sq Ft * # days in period))) (From STR)
Banquet/Catering, Annual Estimate, Other	134,000	\$	(Rev/SqFt = (Revenue/(Total Sq Ft * # days in period))) (From STR)

Development Details

Lot size for the project is 3 acres, and the total square footage of the building is approximately 57,000 square feet. The structure has five stories, with the top four stories holding the guest rooms, with the first floor holding all standard hotel amenities.

The image to the right illustrates two key elevation views of the building; the image below shows the building footprint/floor plans.



Construction Budget

The construction budget, as estimated by AHG, is illustrated in detail in the table below.

Item	Value [\$]
Hard Costs, Building Construction	10,101,000
Soft Costs, Contingency	220,000
Soft Costs, Pre-Opening Cost	160,000
Soft Costs, Signage	120,000
Soft Costs, Endorsement Fee	140,000
Soft Costs, Communication & Low voltage	200,000
Soft Costs, Kitchen Equipment	320,000
Soft Costs, Laundry Equipment	100,000
Soft Costs, Fitness Equipment	58,000
Soft Costs, Shuttle Bus	40,000
Soft Costs, Furniture Fixture & Equipment	950,000
Consulting Fee, Architect Fee	165,000
Consulting Fee, MEP	54,000
Consulting Fee, Franchise Fee	65,000
Consulting Fee, Feasibility Study	5,000
Consulting Fee, Soil & Environmental	16,000
Consulting Fee, Survey	7,500
Consulting Fee, Appraisal	7,000
Bank & Closing Fee, Loan Acquisition	49,000
Bank & Closing Fee, Bank Inspection Fee	25,000
Bank & Closing Fee, Legal/Title/Closing Fee	60,000
Bank & Closing Fee, Construction Term Interest	180,000
Bank & Closing Fee, Property Tax during Construction	48,000
Grand Total	13,090,500

Operational Details

Job Descriptions

Hotel General Manager:

While the manager may have less contact with guests, he or she will spend much of his time meeting heads of departments to coordinate and monitor the progress of business strategies. In medium-sized hotels like Four Points, the manager will likely be involved to a significant degree in the day-to-day running of the hotel, including carrying out some reception duties. A Hotel General Manager's job duties and responsibilities include the following:

- Managing budgets and financial plans and controlling expenditure
- Maintaining statistical and financial records
- Setting and achieving sales and profit targets
- Recruiting, training and monitoring staff
- Planning work schedules for individuals and teams
- Meeting and greeting customers
- Dealing with customer complaints and comments
- Addressing problems and troubleshooting
- Ensuring events and conferences run smoothly
- Supervising maintenance, supplies, renovations and furnishings
- Dealing with contractors and suppliers
- Ensuring security is effective
- Carrying out inspections of property and services
- Ensuring compliance with licensing laws, health and safety and other statutory regulations

Front Office/Assistant Manager:

This type of manager can work in almost any department and his job description involves being in charge of directing, planning and organizing activities of the company. Manager job duties entail long hours at work, which can be overnight or through weekends. Those who graduate into this career will have an opportunity to work in full-service hotels or companies compared to those without a degree. The following are Front Office Manager job responsibilities:

- Answering questions about the companies' policies, services and handling of any client complaints
- Play a part in coming up with the financial rate, creating the budget and deciding which departments receive certain allocations
- Resolve client complaints in a timely manner and respond on time to any complaints
- Participate in interaction with guests and ensuring that front desk employees handle shift duties
- Handling of guest security and creating functional emergency procedures Hotel Receptionist/Front Desk

Reception/Front Desk:

A Hotel Receptionist job outlook involves dealing with guests on a daily basis. As you work on this field, you will check in and out guests. Take reservations as part of administrative work and offering valuable information regarding accommodation and services. A hotel receptionist job duties and responsibilities are the following:

- Receiving and registering guests as they arrive
- Control booking and reservations

- Receive the payment for accommodation
 - Allocation of rooms
 - Compilation of guest bills
 - Storage of records
 - Handling of client taxi requests
 - Safe keeping of client valuables
 - Handling guest requests like providing extra bedding or offering a certain kind of food
-

Housekeeping/Hotel Chambermaids:

Hotel Chambermaids or housekeeping cleaners are tasked with a combination of light cleaning duties to keep each hotel room tidy, lean, bed sheets rearranged, bathrooms cleaned and restocked. They are also tasked to account for any room supplies that have been damaged or consumed for proper billing. They are trained in the proper use of prescribed cleaning procedures, solutions and equipment and must follow hotel standards. The hotel chambermaid job duties and responsibilities are the following:

- Complete cleaning tasks on assigned rooms, hotel areas and floors within the prescribed timeframes
 - Carry towels, linens, toilet items, and cleaning supplies, using the assigned hotel wheeled carts
 - Perform the cleaning in accordance with hotel procedural, safety and cleanliness standards
 - Empty waste bins, empty and clean/replace ashtrays, and dispose of all trash and waste items from rooms
 - Replenish kitchen and refrigerator supplies
 - Replenish drinking glasses, linens, writing supplies, and bathroom items
 - Ensure that service carts are well-stocked for the assigned floors and hotel areas
 - Sweep, mop and polish floors, using approved hotel cleaning tools
 - Clean rugs and carpets, upholsteries, curtains and draperies, using specified vacuum cleaners and shampoos
 - Dust window blinds and rearranges draperies to their original placements
-

Laundry and Dry Cleaning Worker:

Laundry and dry-cleaning workers clean garments, linens, draperies, blankets, and other light textile-based articles. They are known to clean leather, furs, suede and rugs. Laundry and dry cleaning workers provide proper cleaning by adjusting machine settings for a given fabric, as determined by the cleaning instructions on each item of clothing. When necessary, workers treat spots and stains on articles before laundering or dry cleaning. They ensure that items are not lost or misplaced with those of another customer. Laundry and dry cleaning worker duties and responsibilities:

- Receive and mark items for laundry or dry cleaning with identifying code numbers or names, using band or machine markers
- Inspect soiled articles to determine sources of stains, to locate color imperfections, and to identify items requiring special treatment
- Regulate machine processes with the right volume of, water, bleach, detergent, starch, and other additives
- Sort and count articles removed from dryers, fold, wrap, or hang them
- Examine and sort into lots of articles to be cleaned, according to color, fabric, dirt content, and cleaning technique required
- Load articles into washers or dry- cleaning machines, or direct other workers to perform loading
- Mix and add detergents, bleaches, dyes, starches, and chemicals to color, clean, dry or stiffen articles
- Clean machine filers, and lubricate equipment

Breakfast Server:

The breakfast server is the person who works in the breakfast area. He or she will attend to the customer's every need. They are also referred to as the wait personnel i.e. the waiter and the waitress. They take orders from the customers, serve food and refill drinks. They also collect the payment. Breakfast server job duties and responsibilities include the following:

- Spreading of the table linens
 - Setting of the dishes and silverware in the order of which meal will be served first
 - Ensuring that all the water jars are refilled
 - Taking a customer's order and conveying it to the chef for preparation
 - Tending to all the customer's needs
 - Provide information about the dishes being served, to help a customer select a meal
 - Clear dishes from the table once the customer is done using them
 - Cleaning the table once the customer has left and preparing it for the next customer
 - Ensure that the breakfast area is always clean
-

Bar Manager

A bar manager is a person who manages and works to ensure that the bar runs well. He sees to it that the bar keeps operating effectively. He can also oversee the dining and food preparation. A bar manager job duties and responsibilities include the following:

- Being responsible for the business in general
 - Writing up the staff schedules
 - Telling people what they should or should not do
 - Assist with bartending on busy days
 - Keeping an inventory
 - Oversee all bar operations, i.e. the hiring of staff and event planning
 - Doing all the budgeting and allocate funds for daily operations
 - Sort out any emergencies or complaints arising from the guests or the employees
 - Manage the money and the staff
 - Train the staff members
 - Conduct a frequent performance review of the employees
 - Keep all records of cash and supplies
 - Buy all the required supplies
 - Ensure that the bar meets all the directives involved in bar keeping
 - Have knowledge of local and federal regulations on the sale and distribution of alcohol
-

Bar Staff/Dining Room & Catering Attendants:

These employees will perform bartending duties and facilitate food service. Clean tables, remove dirty dishes, replace soiled table linens; set tables; replenish the supply of clean linens, silverware, glassware, and dishes; supply service bar with food; and serve items such as water, condiments, and coffee to patrons.

- Clean glasses, utensils, and bar equipment.

- Collect money for drinks served.
- Balance cash receipts.
- Check identification of customers to verify age requirements for purchase of alcohol.
- Wipe tables or seats with dampened cloths or replace dirty tablecloths.
- Set tables with clean linens, condiments, or other supplies.
- Locate items requested by customers.
- Scrape and stack dirty dishes and carry dishes and other tableware to kitchens for cleaning.
- Perform serving, cleaning, or stocking duties in establishments, such as cafeterias or dining rooms, to facilitate customer service.
- Carry food, dishes, trays, or silverware from kitchens or supply departments to serving counters.
- Clean up spilled food or drink or broken dishes and remove empty bottles and trash.
- Serve food to customers when waiters or waitresses need assistance.
- Serve ice water, coffee, rolls, or butter to patrons.
- Maintain adequate supplies of items, such as clean linens, silverware, glassware, dishes, or trays.
- Clean and polish counters, shelves, walls, furniture, or equipment in food service areas or other areas of restaurants and mop or vacuum floors.
- Fill beverage or ice dispensers.

Kitchen Managers and Cook/Chef:

This is a diverse role combining management and cooking/prepping responsibilities. This employee will coordinate and delegate to kitchen supervisors thinking a week in advanced for upcoming events, weekly forecasting, daily projections, par levels, and a staffing guide for regular service as well as events, to ensure we have the necessary staff, par levels and prep for the upcoming week.

- Plan the weekly forecast
- Stay on top of par levels: modify the par levels every Saturday based on the upcoming week forecast considering a 10 % extra to avoid shortages. Update par checklists and let the supervisors know of the modifications.
- Brief the daily and following day projections every day to make sure the supervisors are fully prepared after service begins.
- Calendared the events, delegate them to the kitchen supervisors to make sure the info and updates are posted for everyone in the kitchen. Communicate efficiently with the event coordinator to plan the equipment required for serving, plating, and the staffing required to execute properly. Consider all the elements for the upcoming events at least 2 days prior.
- Lead a briefing with supervisors every day, between rush hours for lunch and dinner. (2:30 pm)
- Feedback about unusual events, maintenance needs, schedules, projections, staff performance, shortages, and weekly events. A briefing must be brief and objective. 15 min max.
- Ordering: calculate and order the necessary products for prep and special events considering the response time from our suppliers, making sure we follow par levels every day before 12:00 pm.
- Perform all cooking/prepping as required

Server:

Sometimes referred to as waitress or waiter, and can often also take on the duties of hosting. Can also take on some bussing duties and reporting of issues to kitchen manager or general manager.

- Immediate acknowledgment of guests
 - Provide personalized service for every guest.
 - Answer questions and make suggestions regarding food and beverages
 - Maintain a clean, safe, organized work environment
 - Must know all food, liquor, beer, wine, and retail offered
 - Apply positive suggestive sales approach to guide guests
 - Serve alcoholic beverages responsibly at all times
 - Complete other duties as assigned in support of the business
 - Clean and reset tables and/or the bar top once Guests have left.
 - Pre-bus tables as necessary.
 - Ensure proper table and station appearance.
 - Ensure floors and chairs surrounding tables and/or lobby is clean
 - Stock and maintain clean glassware, silverware, and dishware.
-

Required Permits

A number of zoning and preliminary permitting initiatives have been carried out so that the land is in a “shovel-ready” state pending funding approval. The current state of the zoning is such that it allows for a mix of commercial uses, including professional offices, retail centers, service industries, and hotels. The City of Meridian has good public services, and its governmental online resources will be used extensively for all permitting, licensing and inspection requirements. The following link is expected to be a key a “gateway” in facilitating all required development actions for legal and lawful launch of the property:

- meridiancity.org/land/

Key Contractors And Partnerships

Attorney and Attorney : Immigration Counsel is provided by Attorney and Attorney. Attorney and Attorney is a law firm representing local, national and international clients across a range of business law matters. With more than 300 attorneys across nine offices, their attorneys represent Fortune 500, multinational corporations, major financial institutions, insurance companies, and high visibility organizations in the non-profit and public sectors.

Attorney and Attorney

123 Street

Wise Business Plans, LLC: Business planning materials and economic analyses are provided by Wise Business Plans. Wise represents a set of professionals who have lived through the finance and business planning industries for over two decades, through evolving economic conditions, the rise of the digital marketing channel and the fast-paced changes that define business building in the new millennium. Wise Business Plans is staffed with experienced MBA-educated business plan writers and financial modelers and has custom-crafted business plans for companies in more than 400 industries around the globe.

7251 W, Lake Mead Blvd., Suite 300

Las Vegas, NV 89128

(800) 496-1056

support@wisebusinessplans.com

Marriott International, Inc.: The company is a worldwide operator, franchisor, and licensor of the hotel, residential, and timeshare properties under numerous brand names at different price and service points. Consistent with their management, franchising, and licensing focus, they own very few of our lodging properties. They were organized as a corporation in Delaware in 1997 and became a public company in 1998 when they were “spun off” as a separate entity by the company formerly named “Marriott International, Inc.” Marriott International, Inc, is based in Bethesda, Maryland, USA, and encompasses a portfolio of more than 6,500 properties in 30 leading hotel brands spanning 127 countries and territories. Marriott operates and franchises hotels and licenses vacation ownership resorts all around the world. The company also operates award-winning loyalty programs: Marriott Rewards, which includes The Ritz-Carlton Rewards, and Starwood Preferred Guest.

On September 23, 2016, they completed the acquisition of Starwood Hotels & Resorts Worldwide, LLC, formerly known as Starwood Hotels & Resorts Worldwide, Inc., through a series of transactions, after which Starwood became an indirect wholly-owned subsidiary of Marriott.

Starwood Hotels & Resorts: Starwood Hotels & Resorts Worldwide, Inc. is one of the world’s leading hotel and leisure companies with more than 1,200 properties in approximately 100 countries and over 180,000 employees at its owned and managed properties. Starwood is a fully integrated owner, operator and franchisor of hotels, resorts and residences under the renowned brands: St. Regis, The Luxury Collection, W, Westin, Le Méridien, Sheraton, Four Points by Sheraton, Aloft, and Element. The Company also boasts one of the industry’s leading loyalty programs, Starwood Preferred Guest (SPG®).

Aire Hospitality Group: Aire Hospitality Group is a full-service hotel development and management company. They collaborate with brand representatives, institutional investors, high net-worth individuals and joint venture partners to build and grow

world-class hotels. They have created systematic operational strategies that enable them to scale quickly, whether executing ground-up development, rebranding a property or managing one of the top-end hotels in their portfolio. They are proud of their strong franchise partnerships with Marriott, Hilton, IHG, Starwood, Hyatt and other high visibility hotels across the country.

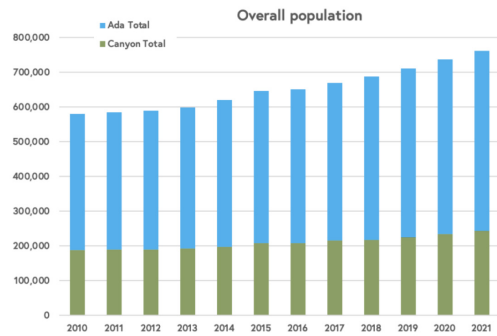
Construction: AHG Construction LLC, a full-service construction company that carries out commercial construction & real-estate development. The firm engages all stakeholders as early as possible in the development stage to promote collaboration, including site planning, design and final construction completion. Their primary focus is on the hospitality, retail and industrial sector. Their employees have in-depth expertise in all aspects of commercial construction development in a variety of sectors, including healthcare, education, commercial/corporate, aviation, government, retail, hospitality and more.



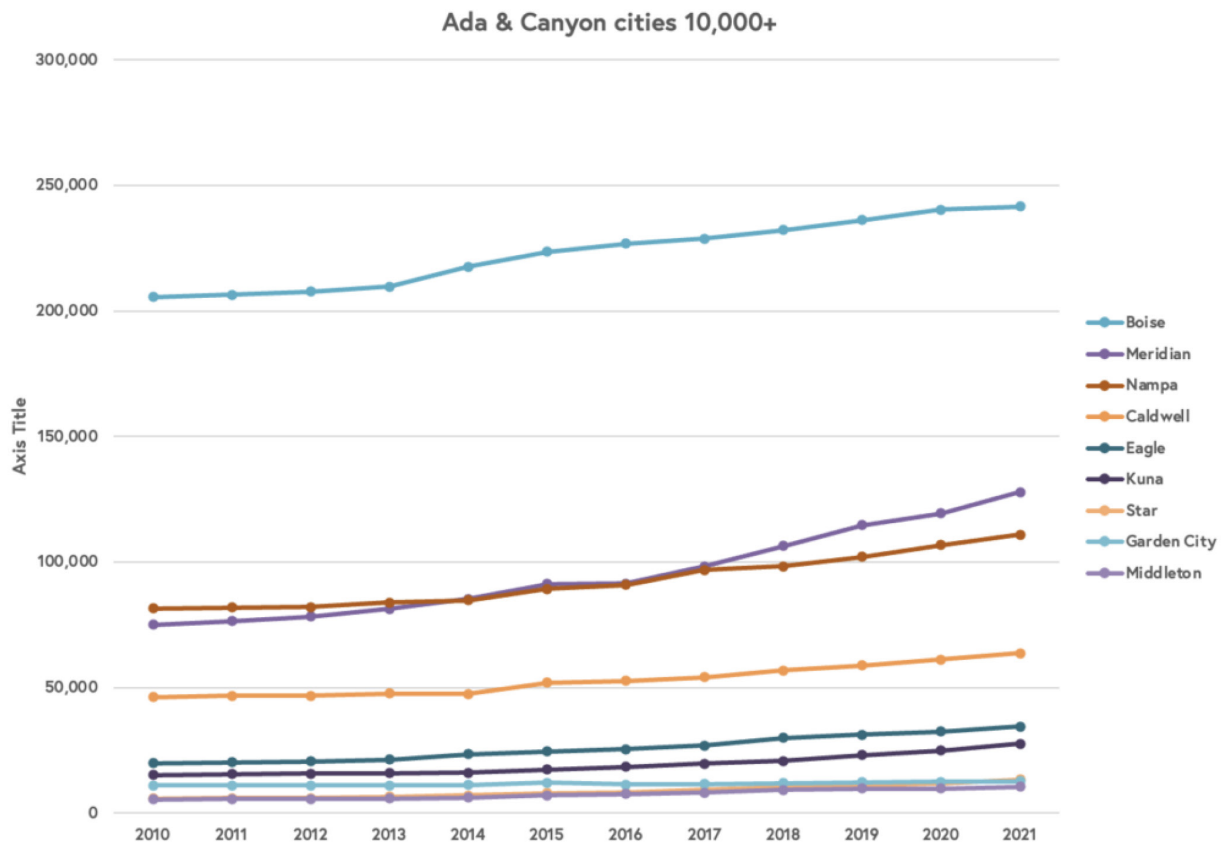
Market Analysis⁵

Meridian is situated in the Treasure Valley in southwestern Idaho; 9 miles east of the city center is the state capital, Boise. Northeast of Meridian are the Rocky Mountains, and just over 33 miles west, the Snake River crosses over into the coastal state of Oregon. 180 miles south is the Duck Valley Reservation, which intersects the Idaho and Nevada state borders – a zone that is known for bird watching, skiing, mountain biking, hiking, and camping.

The Treasure Valley metro area was recently ranked number six in the nation in terms of percent growth over the last year (according to numbers released by the U.S. Census Bureau last month). The Treasure Valley recorded a 3.3% growth, which represented 25,687 new residents.



When breaking down the region’s growth, it becomes clear that Meridian is the leader of the pack. While all 14 cities and the unincorporated areas of Ada and Canyon County expect growth from 2010 to 2021, the population distribution has skewed markedly in the direction of Meridian. For instance, from 2010 to 2021, Meridian is forecasting 55,000 residents – a growth of 70%. During the same period, Boise is forecast to grow by 38,000 people, or a rate of 17.5%.



⁵ worldatlas.com/cities/meridian-idaho.html

Target Market

While the hotel expects to serve a very broad and diverse set of customers, there are a few segments that the Company is focusing on to optimize its marketing strategy going forward. This section considers a breakdown of the expected primary groups that the Company will serve.

Marriott/Starwood's branding for Four Points indicates that it is,

"We cater to well-traveled guests. Timeless classics are woven with modern details to keep guests relaxed and comfortable for both work and play, wherever their travels take them around the globe. Each Four Points hotel offers an authentic taste of the local with our Best Brews™ experience featuring locally crafted beers on tap that pair well with our signature burger and pretzel. Available at our casual restaurant and bar that provides guests both dine-in and to-go options from breakfast to dinner. From big urban centers to airports to the beach to the suburbs, Four Points is everywhere guests want to be."

Aire Hospitality Group branding message and the local amenities in the World Cup Centre area, the managing team believes that the target customers are primarily two segments:

- 1.) Business Traveler, Male, 25-55, ~80-100K income
- 2.) Families, Household income >\$150K, Sports & Leisure interests

Key Success Factors⁶

- Access to multi-skilled and flexible workforce: Access to multi-skilled and well-trained staff is vital.
- Being part of a franchising chain: There are many benefits to being part of a chain or franchised group, namely brand recognition, national marketing and quality control.
- Receiving the benefit of word-of-mouth recommendations: Good word-of-mouth recommendations are quite often the most successful promotional tool in the hospitality industry.
- Proximity to key markets: The location, facilities and services offered to hotel and motel guests are very important.
- Ability to quickly adopt new technology: It is essential to be aware of the new technology available in this industry for information, promotions, bookings and general management control systems.
- Ability to control stock on hand: Understanding the various room stock/availability and tariff mechanisms used in this industry is important.

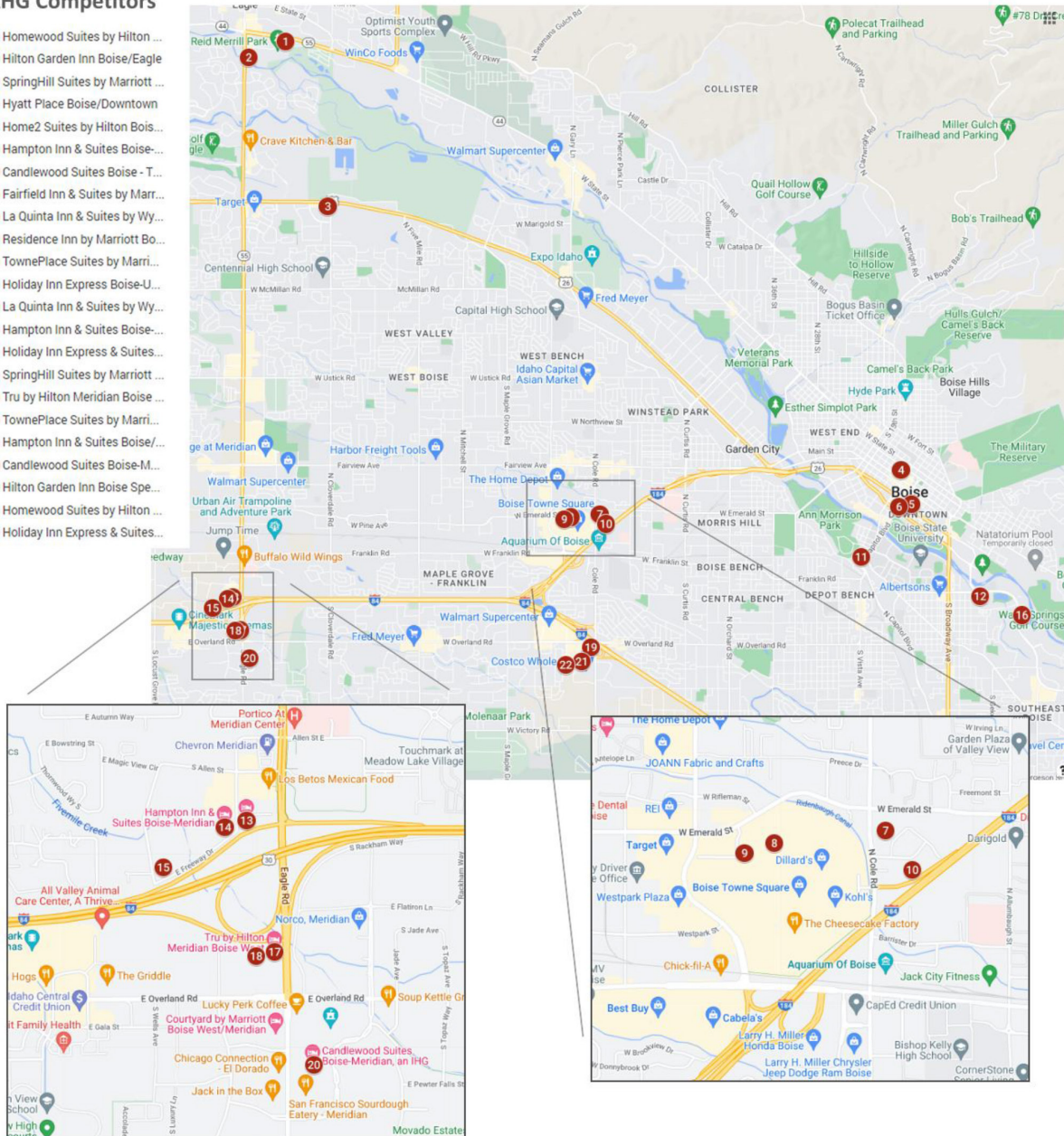
⁶ IBISWorld Industry Report 72111 April 2019 | Rachel Hyland "Hotels & Motels" in the US

Competitive Analysis

A comprehensive search of Aire Hospitality Group's most direct competitors was undertaken to evaluate 1.) AHG's position in the market in terms of offerings; 2.) competitor market penetration; and 3.) the industry's overall competitiveness. The image and table below provide the detailed results of this search.

AHG Competitors

1. Homewood Suites by Hilton ...
2. Hilton Garden Inn Boise/Eagle
3. SpringHill Suites by Marriott ...
4. Hyatt Place Boise/Downtown
5. Home2 Suites by Hilton Bois...
6. Hampton Inn & Suites Boise...
7. Candlewood Suites Boise - T...
8. Fairfield Inn & Suites by Marr...
9. La Quinta Inn & Suites by Wy...
10. Residence Inn by Marriott Bo...
11. TownePlace Suites by Marri...
12. Holiday Inn Express Boise-U...
13. La Quinta Inn & Suites by Wy...
14. Hampton Inn & Suites Boise...
15. Holiday Inn Express & Suites...
16. SpringHill Suites by Marriott ...
17. Tru by Hilton Meridian Boise ...
18. TownePlace Suites by Marri...
19. Hampton Inn & Suites Boise/...
20. Candlewood Suites Boise-M...
21. Hilton Garden Inn Boise Spe...
22. Homewood Suites by Hilton ...
23. Holiday Inn Express & Suites...



Index	Name	Address	Description
1	Homewood Suites by Hilton Eagle Boise	710 E Riverside Dr, Eagle, ID 83616	Located in Eagle, within 11 miles of ExtraMile Arena and 9.1 miles of Idaho State Capitol, Homewood Suites By Hilton Eagle Boise, Id has accommodations with free bikes and free WiFi as well as free private parking for guests who drive. The property is around 9.3 miles from Boise Center, 9.5 miles from Roaring Springs Water Park and 10 miles from Idaho Central Arena. The property is 10 miles from Zoo Boise and 10 miles from Morrison Center for the Performing Arts.
2	Hilton Garden Inn Boise/Eagle	145 E Riverside Dr, Eagle, ID 83616	Located on the banks of the Boise River just 6 miles north of I-84, this hotel offers guest rooms with microwave and compact fridge. An indoor swimming pool and hot tub are available for guest relaxation. Free Wi-Fi and a cable T.V. with HBO film channels, On Command video and games are included in each Hilton Garden Inn Eagle/Boise hotel guest room. An armchair with ottoman, large work desk and coffee machine are also provided. A 24-hour business center is located on site for convenience. A fitness center is available.
3	SpringHill Suites by Marriott Boise West/Eagle	6325 N Cloverdale Rd, Boise, ID 83713	This hotel is located in Boise Research Center and it is 8 miles from downtown Boise. The hotel features rooms with a separate sitting area. Rooms include a microwave and refrigerator. The rooms also have a work desk and free WiFi. Guests can work out in the gym, go swim in the pool. The hotel also offers a business center with free fax, copy, and print services. SpringHill Suites Boise West/Eagle provides guests with a daily breakfast or they can get a snack at the 24/7 marketplace.
4	Hyatt Place Boise/Downtown	1024 W Bannock St, Boise, ID 83702	Set in Boise, within 0.8 mi of Taco Bell Arena and a 3-minute walk of Idaho State Capitol, Hyatt Place Boise/Downtown provides accommodations with free WiFi. With an outdoor swimming pool, the property also features a fitness center. CenturyLink Arena Boise is 1,000 feet from the hotel and Boise Center is 1,300 feet away. Rooms are complete with a private bathroom, while some rooms at the hotel also boast a seating area.
5	Home2 Suites by Hilton Boise Downtown	202 S 6th St, Boise, ID 83702	Home2 Suites By Hilton Boise Downtown is located 1.1 miles from ExtraMile Arena, a 3-minute walk from Idaho Central Arena and 1,500 feet from Boise Center. All rooms have a kitchen, a flat-screen T.V. with cable channels, and a private bathroom. The property has an indoor pool, free WiFi and a 24-hour front desk. A business center and laundry facilities are available at the accommodation.
6	Hampton Inn & Suites Boise-Downtown	495 S Capitol Blvd, Boise, ID 83702	Set in the heart of downtown Boise, Idaho and within walking distance of attractions, including the Boise Zoo, this hotel offers a free daily hot breakfast and in-room mini-refrigerators. The Hampton Inn and suites Boise-Downtown is surrounding by local points of interest, including shopping centers, restaurants and entertainment options. The hotel also has an indoor pool, working out facility and 24-hour business facilities.

7	Candlewood Suites Boise - Towne Square, an IHG Hotel	700 N Cole Rd, Boise, ID 83704	This Candlewood Suites features a 24-hour fitness center and convenience store within walking distance of the Boise Town Square Mall. The guest rooms offer flat-screen T.V.s and fully equipped kitchens. Each room at Candlewood Suites Boise - Towne Square is air conditioned and has a sitting area. The kitchens are equipped with a tea/coffee maker, silverware, a microwave and a dishwasher. The hotel offers a variety of snacks and breakfast items available 24-hours a day. Free Wi-Fi throughout the hotel, a 24-hour front desk and a business center are also available.
8	Fairfield Inn & Suites by Marriott Boise West	7881 W Emerald St, Boise, ID 83704	Fairfield Inn & Suites by Marriott Boise West is offering accommodations in Boise. The property is located 5.8 miles from ExtraMile Arena, 4.5 miles from Boise Center and 4.6 miles from Boise Art Museum. The hotel has a fitness center and a 24-hour front desk.
9	La Quinta Inn & Suites by Wyndham Boise Towne Square	7965 W Emerald St, Boise, ID 83704	Located adjacent to the Boise Town Square Shopping Center, this hotel just off I-84 offers free WiFi and a daily breakfast featuring fresh waffles. An indoor swimming pool and hot tub are available. A microwave, a compact refrigerator and coffee-making facilities are included in each guest room at La Quinta Inn & Suites Boise Towne Square. A fitness center and business center are available for guest use. A guest launderette is located on site.
10	Residence Inn by Marriott Boise West	7303 W Denton St, Boise, ID 83704	Studios at this Boise hotel are equipped with a full kitchenette. Boise Towne Square is one mile away and the hotel features an indoor pool, tennis court and a gym. Residence Inn Boise West provides studios with a stove top and kitchenware. Cable T.V. with HBO included in every studio along with a sofa bed. Guests at Boise West Residence Inn can relax in the hot tub.
11	TownePlace Suites by Marriott Boise Downtown/University	1455 S Capitol Blvd, Boise, ID 83706	Located 3 miles from Boise Airport, TownePlace Suites Boise Downtown offers an indoor pool and a hot tub. Spacious guest suites feature fully equipped kitchens and free Wi-Fi. Guest suites provide 32-inch flat-screen T.V.s with HBO, desks and seating areas. They are equipped with hairdryers and ironing facilities. Boise TownePlace Suites offers a barbecue area and grocery shopping service. Their "In a Pinch Market" is open 24-hours a day. The hotel also has a gym, business center and meeting room.
12	Holiday Inn Express Boise-University Area, an IHG Hotel	475 W Parkcenter Blvd, Boise, ID 83706	Featuring a free shuttle to Boise Airport, located just a 10-minute drive away, this downtown Boise hotel has free Wi-Fi and an outdoor pool. A hot breakfast buffet is served daily. A 42-inch flat-screen cable T.V. is standard in all modern guest rooms at the completely non-smoking Holiday Inn Express Boise Downtown. Quality bedding and tea and coffee-making facilities are included. A fitness center is on site and a full-service business center is available for guest use.
13	La Quinta Inn & Suites by Wyndham Meridian / Boise West	800 S Allen St, Meridian, ID 83642	Located adjacent to the St. Luke's Regional Medical Center, this Meridian hotel features an indoor pool and hot tub. A continental breakfast is offered daily and guest rooms include free Wi-Fi. A 42-inch flat-screen cable T.V. is available in all rooms. A small fridge, microwave and tea and coffee-making facilities are also provided. A 24-hour fitness center and business center are available at this pet-friendly hotel.

14	Hampton Inn & Suites Boise-Meridian	875 S Allen St, Meridian, ID 83642	Directly off I-84 and a short drive from downtown Boise, this Meridian, Idaho hotel features a free daily hot breakfast and easy access to local attractions. Guests at the Hampton Inn and Suites Boise-Meridian can enjoy a restful night of sleep on signature Cloud Nine beds. The hotel also features free access to a nearby fitness center as well as 24-hour front desk service.
15	Holiday Inn Express & Suites Boise West - Meridian, an IHG Hotel	2610 E Freeway Dr, Meridian, ID 83642	Located 15 minutes' drive away from Boise town center, this Idaho hotel features an indoor pool and hot tub. It offers spacious suites equipped with free Wi-Fi and serves a daily hot breakfast. A flat-screen cable satellite T.V. is included in each air-conditioned suite at Holiday Inn Express & Suites Boise West – Meridian. All of the comfortable suites include a sofa bed, a work desk, a microwave and a refrigerator. Guests can enjoy a workout in the on-site fitness center. A business center featuring fax and photocopying services is also available.
16	SpringHill Suites by Marriott Boise ParkCenter	424 E Parkcenter Blvd, Boise, ID 83706	This hotel is located 3 miles from downtown Boise and the Idaho State Capitol. The hotel features a free airport shuttle and rooms with 37-inch flat-screen T.V.s. SpringHill Suites Boise ParkCenter rooms include a microwave and refrigerator. The rooms have a sitting area and free Wi-Fi. Guests can swim in the seasonal outdoor pool. The hotel also houses a gym.
17	Tru by Hilton Meridian Boise West	1401 S Eagle Rd, Meridian, ID 83642	Tru By Hilton Meridian Boise West Id provides air-conditioned accommodations in Meridian. This hotel offers a 24-hour front desk and free WiFi. All units in the hotel are equipped with a 55" flat-screen T.V. Every room is fitted with a private bathroom with a glass-enclosed shower. An indoor, heated swimming pool is featured, along with a hot tub with LED lights. A fitness center is also provided. An American breakfast is available every morning.
18	TownePlace Suites by Marriott Boise West/Meridian	1415 S Eagle Rd, Meridian, ID 83642	A 10-minute drive from downtown Boise, this hotel offers all-suite accommodation with free Wi-Fi. It serves a buffet breakfast each morning and features a 24-hour snack shop. A swimming pool is available and the on-site fitness center provides free weights and cardiovascular equipment. Each room at the TownePlace Suites Boise West / Meridian comes with a fully equipped kitchen. If you do not have much time, the hotel also provides a free grocery shopping service.
19	Hampton Inn & Suites Boise/Spectrum	7499 W Overland Rd, Boise, ID 83709	This Boise, Idaho hotel is an 11-minute drive from the Roaring Springs Waterpark. An outdoor seasonal pool, a hiking trail and guest rooms with a 37-inch flat-screen cable T.V. are available. Hampton Inn & Suites Boise/Spectrum furnishes each room with a microwave, refrigerator and coffee facilities. The spacious rooms also provide free Wi-Fi and a work desk. A gym and a business center are on site at the hotel. Also offered are a convenience store and a snack shop.

20	Candlewood Suites Boise-Meridian, an IHG Hotel	1855 S Silverstone Way, Meridian, ID 83642	<p>Located off Interstate 84, this pet-friendly hotel is 9 miles from Boise State University in downtown Boise, Idaho. It has a shuttle to Boise Municipal Airport and free in-room Wi-Fi.</p> <p>Each bright suite at the Boise- Meridian Candlewood Suites includes cable TV. and a DVD player. Guests can prepare meals with the kitchenette, complete with a 2-burner stove, full-size refrigerator, and dishwasher.</p>
21	Hilton Garden Inn Boise Spectrum	7699 W Spectrum St, Boise, ID 83709	<p>Located 6.5 miles from the Boise Art Museum, this Idaho hotel offers on-site dining, an indoor pool and hot tub and a gym. Free Wi-Fi is included in all guest rooms.</p> <p>The modern rooms at the Hilton Garden Inn Boise Spectrum feature a flat-screen T.V. with satellite channels. Tea and coffee making facilities as well as a fridge and microwave are included. The comfortably furnished rooms include a seating area and work desk. A business center is also available.</p>
22	Homewood Suites by Hilton Boise	7957 W Spectrum St, Boise, ID 83709	<p>This hotel is only a 10 minutes' drive from downtown Boise and Qwest Arena. The all-suite hotel offers a full kitchen in all suites, a billiards room and indoor pool.</p> <p>Suites at Homewood Suites Boise are spacious and furnished with a work desk and a seating area. Cable T.V. and free Wi-Fi are all included. The hotel also offers a gym and a business center. Laundry facilities are available for added convenience. Guests are provided a hot breakfast every morning. A convenience store is also on site.</p>
23	Holiday Inn Express & Suites Boise Airport, an IHG Hotel	3050 S Shoshone St, Boise, ID 83705	<p>Located in Boise, 2.8 miles from ExtraMile Arena, Holiday Inn Express & Suites Boise Airport, an IHG Hotel has accommodations with free bikes, free private parking, a fitness center and a shared lounge. This 3-star hotel offers a business center and free shuttle service. The property provides an indoor pool, a 24-hour front desk and free WiFi throughout the property. The hotel offers a continental or buffet breakfast.</p>

Competitive Advantages & Value Propositions

The following is a listing of the primary competitive advantages and value propositions of Aire Hospitality Group upon entering the market.

Branding: Four Points by Sheraton is considered to be an extremely strong brand and a perfect fit for the demographic profile of the guest at this Meridian location. Furthermore, Marriott International, the brand owner, is in the process of implementing a \$500 million plan (begun in June 2018) to revamp all of the Sheraton Hotel and Resorts brands, where Four Points' improvements include:

- Lobbies will now have a town square feel to them. There will be more comfortable seating and communal tables. The tables will have lockable drawers for guests to store their devices when they have to take bathroom or other breaks.
- Privacy booths will be available for guests to make phone calls. Guests can rent "collaboration suites," small, partially enclosed meeting areas. And they will be able to reserve them through Marriott's mobile app.
- A "coffee bar" will serve coffee by day and alcoholic beverages and more by night.
- Guestrooms will be revamped with desks that can be lowered or raised for sitting or standing.

Location: The 3-acre property resides in the midst of a developing area very close to the Oasis Center & Stadium, Main Street & Meridian Square, and just off I-84, with numerous business, retail, and new residential projects. The hotel will be very convenient to the pedestrian mall of Main Street Meridian and to the many businesses, restaurants, and other amenities in the immediately surrounding area.

Management Company: Aire Hospitality Group is not only a highly respected management company for a number of major hotel chains; it is also considered a valuable business partner as an industry thought leader in operational and marketing strategies. As such, the Company offers consulting services in the areas of sales and marketing; financial reporting, analysis, and summary; staffing analysis; quality assurance reviews and on-site analysis; assessment, development, and implementation of associate training programs; franchise review, selection, and negotiation; development services; and human resources.



² Ibid.

Barriers To Entry⁷

Barriers To Entry In This Industry Are Medium And Are Steady

Capital: The startup costs and market share concentration vary between industry segments, particularly for the international standard five-star properties compared with three-star motels. According to hotel consulting and services organization HVS's 2017/18 Hotel Development Cost Survey, the median construction cost for a budget and economy hotel per room is \$79,300, compared with limited-service hotels, which cost \$139,700 per room, extended stay hotels cost \$139,100, select-service hotels cost \$221,000, full-service hotels cost \$318,200, and luxury hotels and resorts cost \$604,200. These costs have increased over the past five years, making it more challenging for individuals to enter this industry. The high start-up costs require that the individuals looking to enter the industry have access to large sums of capital upon entering the industry. As many individuals do not have that much liquid cash or access to large lines of credit, it severely limits the number of individuals that are able to establish industry operations. Furthermore, although the industry has low concentration based on company owned locations, the top three hotel brands represent over 49.0% of industry revenue when revenue from their franchised operations is included. Although franchising is an option which would reduce barriers to entry, individuals looking to start their own branded establishment will experience higher barriers to entry into this industry.

Barriers to Entry checklist

Competition	High
Concentration	Low
Life Cycle Stage	Mature
Capital Intensity	High
Technology Change	Medium
Regulation and Policy	Medium
Industry Assistance	Low

SOURCE: WWW.IBISWORLD.COM

Brand recognition: One of the biggest barriers to entry for a new hotel is establishing brand recognition and a client base. Due to the dominance of the existing hotel giants and their extensive networks, establishing a reputation can be challenging. This is especially difficult by memberships and reward programs offered by many of the larger hotels brands. Companies such as Marriott and Hilton that have international networks of hotels and offer reward or loyalty programs make it enticing for individuals, especially frequent travelers, to stay at in-network hotels to collect points and earn free nights or other perks. A new hotel will struggle unless it can provide a unique offering or experience compared with the other industry establishments in the area or can establish a location not already provided for. The industry already caters to a range of markets and needs; therefore, the best opportunities often lie in targeting a niche segment as many boutique hotels have been successful in doing over the past decade.

Separation of ownership and management: Capital intensity for entry into this industry can be lowered through the negotiation of a franchise, lease or management agreement with hotel builders and owners. It may also be also lowered by investing in individual rooms or suites with guaranteed short-term returns. However, there has long been an increasing separation and specialization of responsibilities among actual hotel builders, owners, investors, operators/managers, and franchises in this industry. Usually, these positions hold no direct relationships, apart from contracted relationships, between individuals or companies in these activities. This creates a barrier for possible entrants as initiating a franchise or investment opportunity can become challenging as the number of people needed to execute a single deal has increased. This has created logistical challenges to new entrants who may not have the proper connections or networks to find the appropriate professionals for each aspect of the project. While licenses are required for areas such as gaming and liquor, these do not provide any significant barrier to entry.

7 IBISWorld Industry Report 72111 April 2019 | Rachel Hyland "Hotels & Motels" in the US

Swot Analysis

The following is a listing of the key strengths and weaknesses of Aire Hospitality Group, as well as the opportunities and threats that exist within the marketplace.



Strengths

- Very strong location
- The brand, Four Points, has just seen a major overhaul from the parent company – freshening and strengthening its look dramatically
- The management company, Lodging Elite, is well-known and respected as a very strong partner



Weaknesses

- Requires funding to move forward



Opportunities

- Newer technology to improve product quality and new service opportunities.
- Niche, “out-of-the-box” customer appreciation gifts/initiatives that have a significant loyalty impact



Threats

- Moderate Barriers to Entry.
- Legislative actions that could hurt profitability.
- National or Global economic downturns.

Marketing Campaign

The hotel managing company, Aire Hospitality Group (“L.E.”), will provide an experienced and well-rounded set of hospitality professionals, other support personnel, and digital resources in the Four Points in Meridian marketing efforts. Among some of their primary responsibilities and initiatives that they will oversee in maximizing occupancy year-round include the following items:

- Sales & Marketing
- Revenue Management
- Maximize Sellout Efficiency
- 360-degree e-Commerce Optimization
- Booking Pattern Monitoring
- Account Management

- Consistent RevPAR Market Share Maximization
- Quarterly Sales and Marketing Action Plans
- Market Condition Evaluations
- Technical Expertise and Guidance
- Annual Sales and Marketing Plan
- Social Media and Mobile Marketing Strategies
- Maximized SEO for Brand/Independent Website

More detail on specific messaging, marketing and sales initiatives to be carried out by Aire Hospitality Group is provided as follows:

Branded Website: With major brands, the percentage of guests booking on the branded website is over 60%; Aire Hospitality Group will oversee the branded website and ensure it is professionally optimized for SEO, as well as have strong content, referral links and high-resolution photography.

OTA (Online Travel Agency): Although there is a commission involved with these bookings, it represents a significant percentage of bookings for guests today. Relationships with the market managers will be maintained, and content and photography will be constantly monitored. Responding to social comments on all these sites is also very important for customer engagement and placement on each site.

Social Media: These platforms have become extremely important as to why a guest chooses a hotel. One of the most important sites is Trip Advisor. It is critical that the hotel have a top presence on sites such as Trip Advisor because, without priority placement, the hotel doesn't even show up as a viable customer option.

Corporate: Aire Hospitality Group takes a two-tier approach when it comes to corporate business. They lean heavily on their branded RFP tools and national account managers, but they also set high expectations for their sales teams to establish contacts, not only with the national account leaders but the local decision-makers.

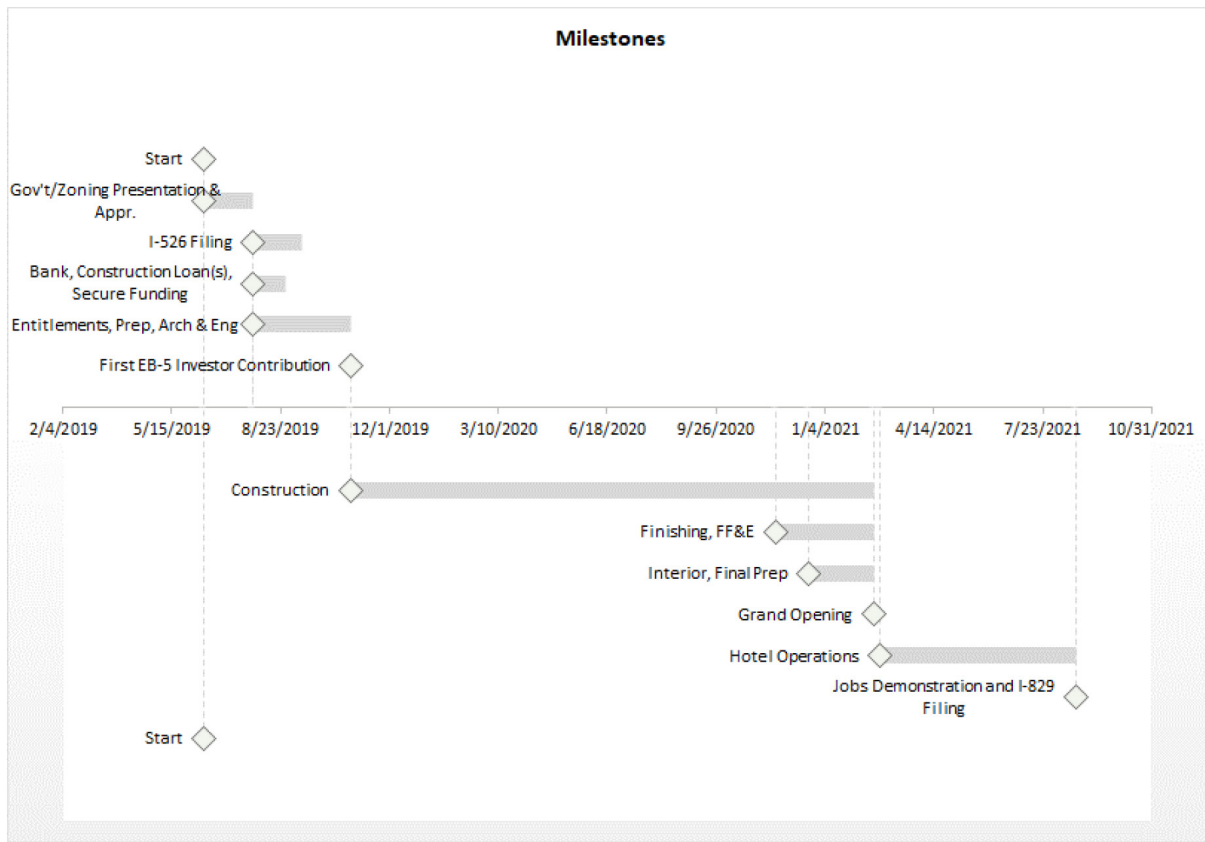
Group: Similar to corporate, L.E. relies on relationship building with the brand contacts, but they also challenge their sales teams to solicit local group business, whether that be government or corporate. A strong group segment allows the hotel to maximize rate and yield strategies for future dates. They often engage with group housing bureaus such as CVNET and Meeting Planner and partner with their brands to market groups across all channels.

Public Relations: Lodging Elite's Director of Public Relations has been the voice of Aire Hospitality Group since 1998, promoting both the corporate image and the L.E. portfolio of hotels and ownership groups by facilitating positive communications and building credibility. They develop relationships with national and local media, including hospitality trade publications and major brands, creating a strategic plan including extensive media relations and special events management.

Milestones

The tentative milestones are shown below. Based on a number of future factors, the Management Team may add new milestones to this schedule as needed. Dates are subject to change based on the final timing of funding agreements/settlement dates.

Task	Start Date	End Date	Duration [days]
Start	6/14/2019	6/14/2019	0
Start	6/14/2019	6/14/2019	0
Gov't/Zoning Presentation & Appr.	6/14/2019	7/29/2019	45
I-526 Filing	7/29/2019	9/12/2019	45
Bank, Construction Loan(s), Secure Funding	7/29/2019	8/28/2019	30
Entitlements, Prep, Arch & Eng	7/29/2019	10/27/2019	90
First EB-5 Investor Contribution	10/27/2019	10/28/2019	1
Construction	10/27/2019	2/18/2021	480
Finishing, FF&E	11/20/2020	2/18/2021	90
Interior, Final Prep	12/20/2020	2/18/2021	60
Grand Opening	2/18/2021	2/23/2021	5
Hotel Operations	2/23/2021	8/22/2021	180
Jobs Demonstration and I-829 Filing	8/22/2021	8/23/2021	1

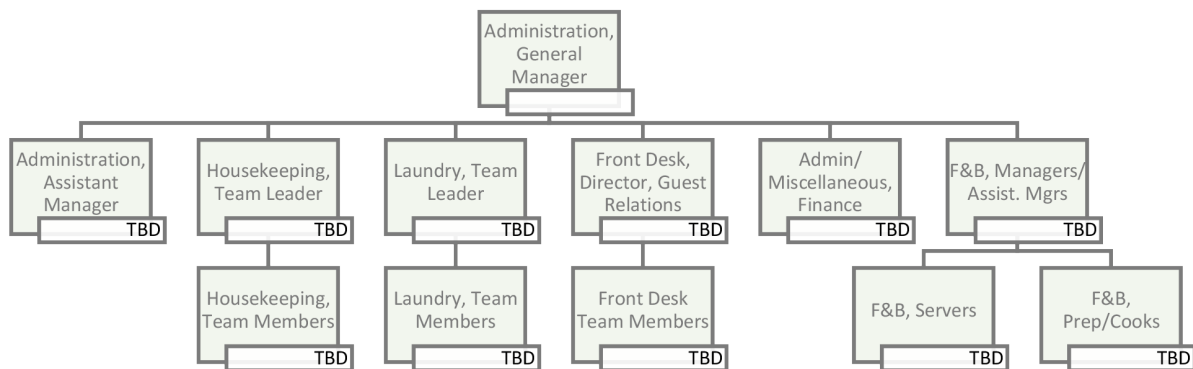


Mr. Customer, Founder & CEO: In addition to an unrelenting drive for personal success, Mr. Customer has an extremely strong, people-focused and leadership-driven background. His most recent achievements have come as the Managing Director of a leading development company. Over his career, Mr. Customer has built a particularly strong sales background and extensive network that includes a very large footprint in Africa. He holds an undergraduate in Real Estate Development and a Master's Degree in Business.

Board Members And Advisors

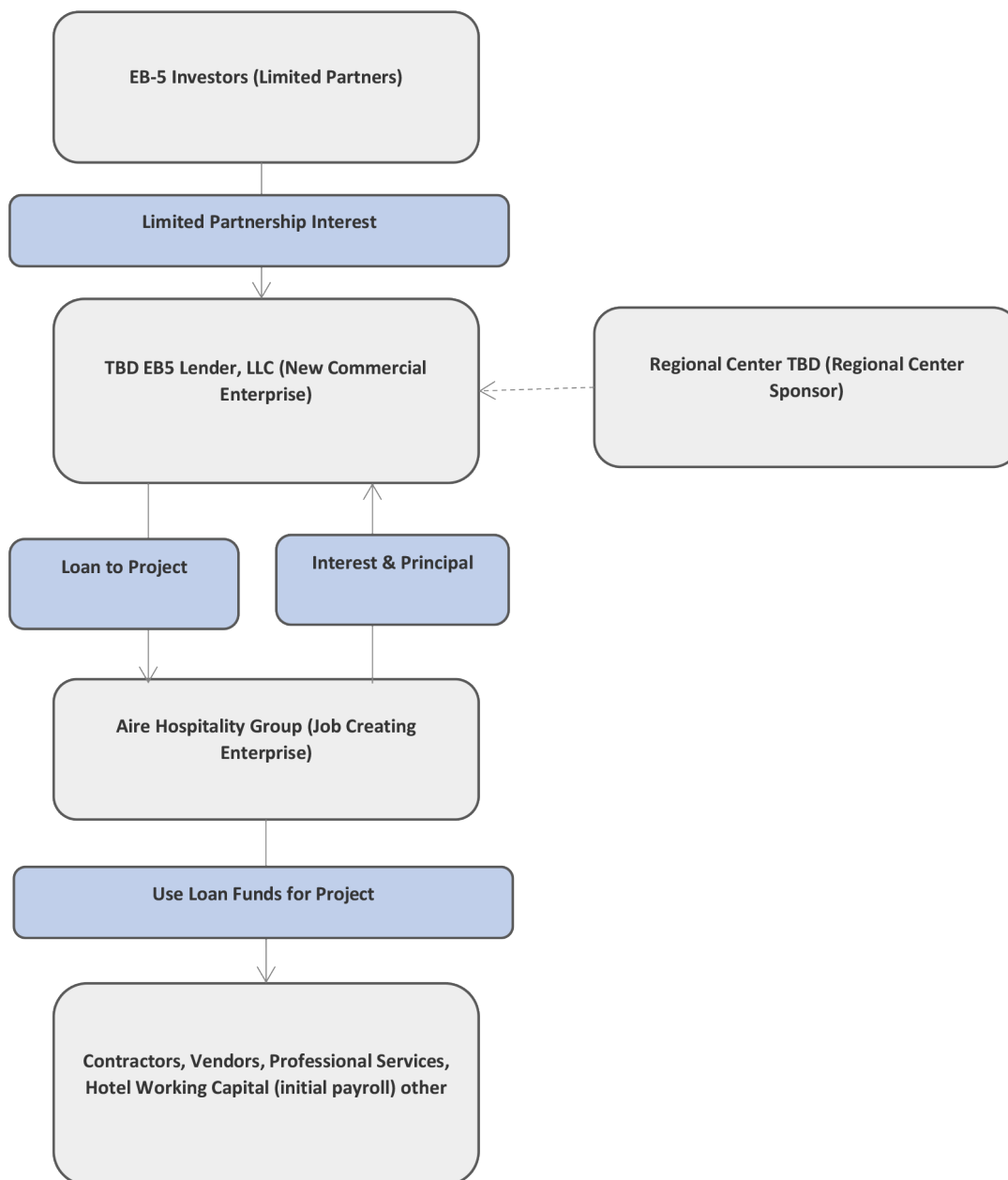
Besides relying on the direction of the managing team, the Aire Hospitality Group team will consult with a board of directors and advisors to aid in the process of goal setting, accomplishing objectives and overall business development initiatives.

Organizational Chart



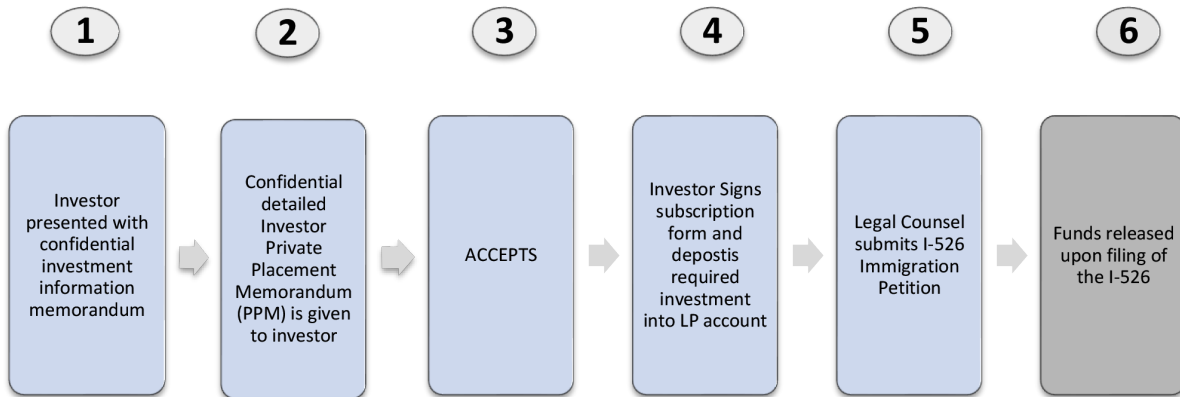
Investment Structure

The NCE (“New Commercial Enterprise”) is an entity that will be created within the context of the requirements of the subject project’s legal structure and governmental requests; this will be the Company that will be making one or more “qualifying investments” in accordance with the EB-5 Investor Program and USCIS requirements for the future conditional and permanent United States resident status for the foreign investors (the “EB-5 Investors” limited partners). The NCE will receive at-risk equity investment from EB-5 investors and issue debt securities to the JCE (Aire Hospitality Group) in the amount of \$5,000,000.



Flow Of Funds

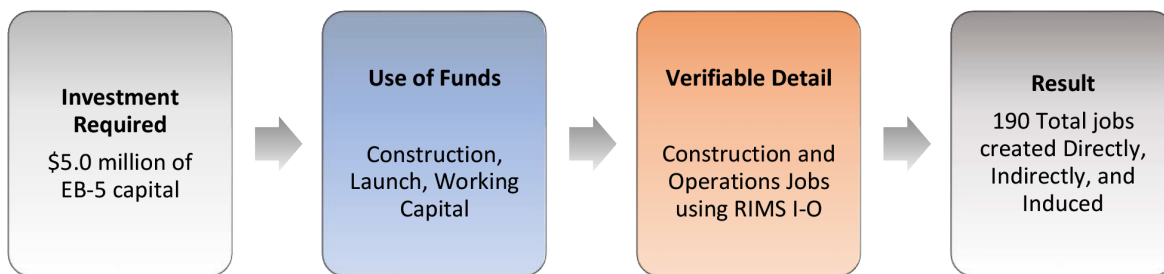
Investor Subscription Flow



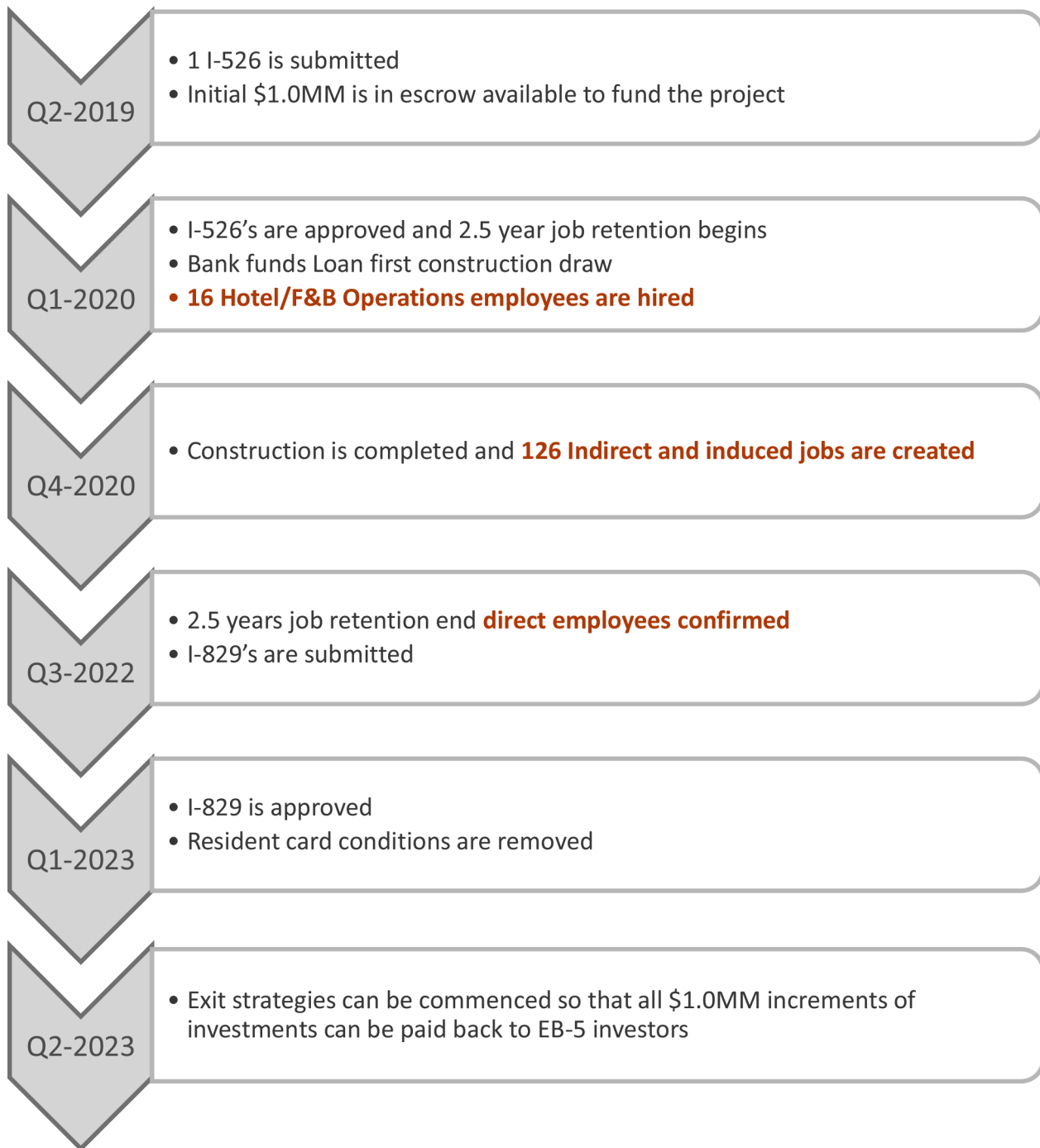
Administration Fee Flowchart:



Flow of Funds for Job Creation:



Job Creation Timeline



Financial Assumptions And Key Project Variables

The key financial model input value assumptions are provided in the table below.

Variables	Value	Units	Notes
Bank	8,425,000	\$	Sources of Funding
Investor (EB-5)	5,000,000	\$	Sources of Funding
Founder	2,600,000	\$	Sources of Funding
Legal, Professional Fees, Software Services	150,000	\$	Uses of Funding
Land (ConstrDev)	2,000,000	\$	Uses of Funding
Hard Costs	9,900,000	\$	Uses of Funding
Soft Costs	792,000	\$	Uses of Funding
Developer Fee	396,000	\$	Uses of Funding
FF&E	792,000	\$	Uses of Funding
Improvements, Parkg, Lndscp	240,000	\$	Uses of Funding
Taxes, Legal, Permits, Other	200,000	\$	Uses of Funding
Interest, Financing Costs	660,000	\$	Uses of Funding
Contingency	495,000	\$	Uses of Funding
Working Capital, ConstrDev	250,000	\$	Uses of Funding
Working Capital, Operations	150,000	\$	Uses of Funding
Debt Interest Rate	6.5%	---	Annual
Debt Maturity, Yrs	30	Years	---
Debt Maturity, Mos	360	months	---
Debt Month, 1st Interest Pmt	15	---	---
ConstrDev, Soft Costs, % of Hard Costs	8.0%	---	---
ConstrDev, Developer Fee, % of Hard Costs	4.0%	---	---
ConstrDev, FF&E, % of Hard Costs	8.0%	---	---
ConstrDev, Contingency, % of Soft Costs	5.0%	---	---
ConstrDev, Improvements, Parkg, Lndscp, Unit Cost	8	\$/sf	---
ConstrDev, Constructed Area	60,000	sf	---
ConstrDev, Constructed Area, Unit Cost	165	\$/sf	---
ConstrDev, Constructed Footprint	15,000	sf	---
ConstrDev, Developed Land	45,000	sf	---
ConstrDev, Developed Land, Land-to-Building	3.0	---	---
ConstrDev, Developed Land Improvement Area	30,000	sf	---
ConstrDev, Total Time	16	mos	---
Total Number of Units	120	---	---
First mo. of new Room Revenue	16	---	---
Restaurant Size	880	sf	Total Seating Area (doesn't include kitchen)
Number of Seats	48	---	restaurantfurniture.net/restaurant-design

Restaurant, Rev per Available Seat	26.00	\$/PAS	Rev Per Available Seat (STR Research, Upscale Hotel)
Restaurant, Annual Estimate	430,000	\$	(Rev/Seat = (Revenue/(Total Venue Seats * # of days in period))) (From STR)
Banquet/Catering, Size	3,500	sf	---
Banquet/Catering, RevPAS, Food	0.16	\$/sf	RevPAS (From STR)
Banquet/Catering, RevPAS, Beverage	0.02	\$/sf	RevPAS (From STR)
Banquet/Catering, RevPAS, Other	0.10	\$/sf	RevPAS (From STR)
Banquet/Catering, Annual Estimate, Food	214,000	\$	(Rev/SqFt = (Revenue/(Total Sq Ft * # days in period))) (From STR)
Banquet/Catering, Annual Estimate, Beverage	26,000	\$	(Rev/SqFt = (Revenue/(Total Sq Ft * # days in period))) (From STR)
Banquet/Catering, Annual Estimate, Other	134,000	\$	(Rev/SqFt = (Revenue/(Total Sq Ft * # days in period))) (From STR)
COGS, Credit Card/Digital Fees	3.0%	---	As % of Total Revenue
COGS, Food & Beverage	53.0%	---	As % of F&B Revenue
COGS, Banquest/Catering, Other	13.0%	---	As % of Banquest/Catering Revenue
Expenses, F&B Labor %	48.0%	---	As % of F&B Revenue
Expenses, Payroll, %Contribution of Dept., Administration, General Manager	43.0%	---	As % of Administration Payroll Budget
Expenses, Payroll, %Contribution of Dept., Administration, Assistant Manager	65.0%	---	As % of Administration Payroll Budget
Expenses, Payroll, %Contribution of Dept., Housekeeping, Team Leader	33.0%	---	As % of Housekeeping Payroll Budget
Expenses, Payroll, %Contribution of Dept., Housekeeping, Team Members	67.0%	---	As % of Housekeeping Payroll Budget
Expenses, Payroll, %Contribution of Dept., Laundry, Team Leader	43.0%	---	As % of Laundry Payroll Budget
Expenses, Payroll, %Contribution of Dept., Laundry, Team Members	57.0%	---	As % of Laundry Payroll Budget
Expenses, Payroll, %Contribution of Dept., Front Desk, Director, Guest Relations	42.0%	---	As % of Front Desk Payroll Budget
Expenses, Payroll, %Contribution of Dept., Front Desk Team Members	58.0%	---	As % of Front Desk Payroll Budget
Expenses, Payroll, %Contribution of Dept., Admin/Miscellaneous, Finance	100.0%	---	As % of Misc/Finance, Admin Payroll Budget
Expenses, Payroll, %Contribution of Dept., F&B, Managers/Assist. Mgrs	46.0%	---	As % of F&B Payroll Budget
Expenses, Payroll, %Contribution of Dept., F&B, Servers	31.0%	---	As % of F&B Payroll Budget
Expenses, Payroll, %Contribution of Dept., F&B, Prep/Cooks	23.0%	---	As % of F&B Payroll Budget

Personnel Forecast

The personnel forecast below shows the staffing needs assumptions throughout the entire length of the forecast horizon. Other personnel will be considered as market or development needs arise.

Personnel [monetary val's \$]	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Personnel, Positions								
Administration, General Manager	0.0	0.0	0.8	1.1	1.1	1.1	1.1	1.1
Administration, Assistant Manager	0.0	0.0	1.5	2.1	2.1	2.1	2.2	2.2
Housekeeping, Team Leader	0.0	0.0	0.7	1.1	1.2	1.2	1.2	1.2
Housekeeping, Team Members	0.0	0.0	2.7	4.0	4.3	4.4	4.4	4.5
Laundry, Team Leader	0.0	0.0	0.7	1.1	1.2	1.2	1.2	1.2
Laundry, Team Members	0.0	0.0	1.3	1.9	2.1	2.1	2.1	2.2
Front Desk, Director, Guest Relations	0.0	0.0	0.7	1.0	1.1	1.1	1.2	1.2
Front Desk Team Members	0.0	0.0	1.3	2.0	2.1	2.1	2.2	2.2
Admin/Miscellaneous, Finance	0.0	0.0	0.7	1.0	1.1	1.1	1.1	1.1
F&B, Managers/Assist. Mgrs	0.0	0.0	1.3	2.0	2.2	2.3	2.4	2.4
F&B, Servers	0.0	0.0	2.0	3.1	3.4	3.6	3.7	3.7
F&B, Prep/Cooks	0.0	0.0	1.8	2.7	3.0	3.2	3.3	3.3
Total	0.0	0.0	15.5	23.1	24.9	25.5	26.1	26.3
Personnel, Salaries								
Administration, General Manager	70,000	70,000	71,050	72,116	73,197	74,295	75,410	76,541
Administration, Assistant Manager	55,000	55,000	55,825	56,662	57,512	58,375	59,251	60,139
Housekeeping, Team Leader	45,000	45,000	45,675	46,360	47,056	47,761	48,478	49,205
Housekeeping, Team Members	25,000	25,000	25,375	25,756	26,142	26,534	26,932	27,336
Laundry, Team Leader	31,000	31,000	31,465	31,937	32,416	32,902	33,396	33,897
Laundry, Team Members	23,000	23,000	23,345	23,695	24,051	24,411	24,778	25,149
Front Desk, Director, Guest Relations	63,000	63,000	63,945	64,904	65,878	66,866	67,869	68,887
Front Desk Team Members	46,000	46,000	46,690	47,390	48,101	48,823	49,555	50,298
Admin/Miscellaneous, Finance	72,000	72,000	73,080	74,176	75,289	76,418	77,564	78,728
F&B, Managers/Assist. Mgrs	55,000	55,000	55,825	56,662	57,512	58,375	59,251	60,139
F&B, Servers	24,000	24,000	24,360	24,725	25,096	25,473	25,855	26,243
F&B, Prep/Cooks	20,000	20,000	20,300	20,605	20,914	21,227	21,546	21,869
Personnel, Total Cost (with Bn'fts,Tax)								
Administration, General Manager	0	0	65,366	91,226	92,595	93,984	95,393	96,824
Administration, Assistant Manager	0	0	96,298	136,840	138,892	140,976	149,904	152,153
Housekeeping, Team Leader	0	0	36,768	58,646	64,937	65,911	66,899	67,903
Housekeeping, Team Members	0	0	78,789	118,476	129,272	134,262	136,276	141,464
Laundry, Team Leader	0	0	25,329	40,400	44,734	45,405	46,086	46,778
Laundry, Team Members	0	0	34,901	51,774	58,082	58,953	59,838	63,627
Front Desk, Director, Guest Relations	0	0	51,476	74,640	83,335	84,585	93,659	95,064
Front Desk Team Members	0	0	69,802	108,998	116,164	117,907	125,374	127,255
Admin/Miscellaneous, Finance	0	0	58,829	85,303	95,240	96,669	98,119	99,591
F&B, Managers/Assist. Mgrs	0	0	83,458	130,323	145,506	154,402	163,532	165,985
F&B, Servers	0	0	56,028	88,146	98,126	105,457	110,012	111,662
F&B, Prep/Cooks	0	0	42,021	63,977	72,152	78,116	81,766	82,992
Total	0	0	699,066	1,048,748	1,139,037	1,176,628	1,226,860	1,251,298

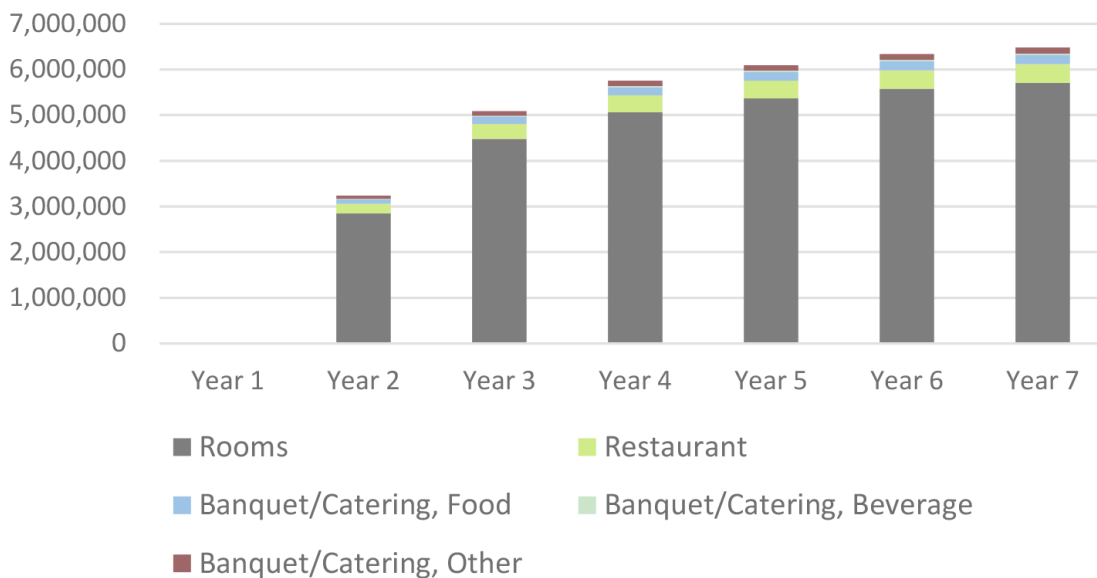
Projected Income Statement

As displayed below, the Income Statement illustrates a growth-focused outlook, with the Net Income being defined in accordance with standard GAAP guidelines.

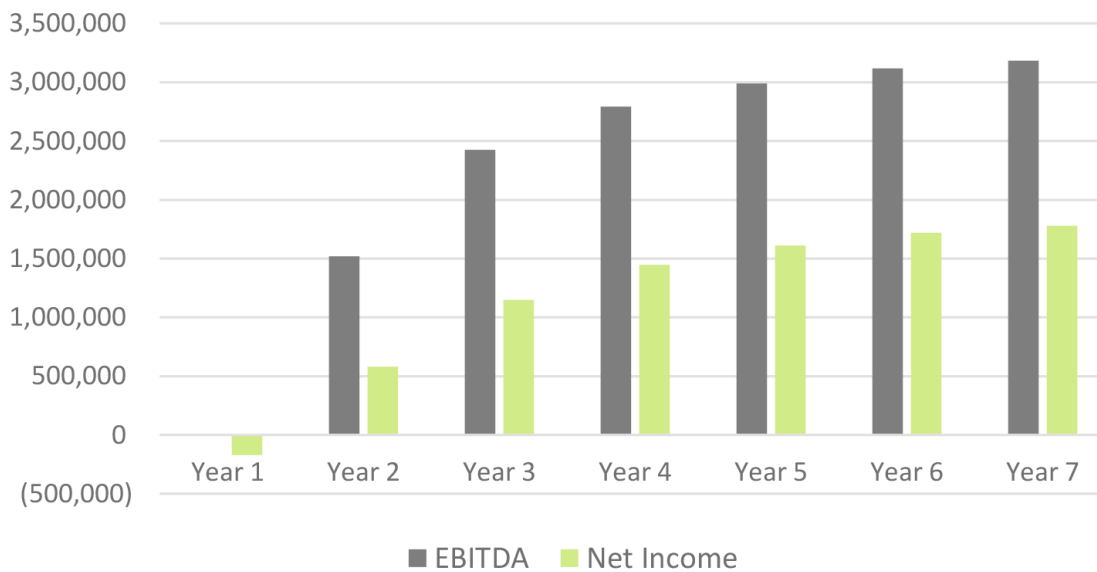
Income Stmt [monetary val's \$]	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Development Costs								
Land (ConstrDev)	2,000,000	0	0	0	0	0	0	0
Hard Costs	0	8,022,358	1,877,642	0	0	0	0	0
Soft Costs	0	740,282	51,718	0	0	0	0	0
Developer Fee	0	191,504	204,496	0	0	0	0	0
FF&E	0	276,522	515,478	0	0	0	0	0
Improvements, Parkg, Lndscp	0	64,339	175,661	0	0	0	0	0
Taxes, Legal, Permits, Other	0	187,004	12,996	0	0	0	0	0
Interest, Financing Costs	0	495,000	165,000	0	0	0	0	0
Contingency	0	371,250	123,750	0	0	0	0	0
Working Capital, ConstrDev	250,000	0	0	0	0	0	0	0
Rev/Occupancy Growth Profile								
Occupancy	0	0.0%	48.4%	70.1%	73.6%	73.8%	74.0%	73.7%
Room Nights Sold	0	0	20,542	30,547	32,156	32,274	32,349	32,221
ADR	0	0.00	104.01	146.48	157.47	166.27	172.37	176.99
RevPAR	0	0.00	66.06	102.50	115.73	122.56	127.37	130.24
Revenue								
Rooms	0	0	2,848,765	4,478,401	5,061,287	5,362,981	5,574,013	5,700,873
Restaurant	0	0	208,141	327,208	369,796	391,839	407,258	416,527
Banquet/Catering, Food	0	0	103,587	162,843	184,038	195,008	202,682	207,295
Banquet/Catering, Beverage	0	0	12,585	19,785	22,360	23,693	24,625	25,185
Banquet/Catering, Other	0	0	64,863	101,967	115,239	122,108	126,913	129,801
Revenue Total	0	0	3,237,940	5,090,205	5,752,720	6,095,629	6,335,491	6,479,681
COGS								
Credit Card/Digital Trans Fees	0	0	97,138	152,706	172,582	182,869	190,065	194,390
Food & Beverage	0	0	171,886	270,213	305,383	323,586	336,319	343,974
Banquet/Catering, Other	0	0	8,432	13,256	14,981	15,874	16,499	16,874
COGS Total	0	0	277,456	436,175	492,946	522,329	542,883	555,238
Expenses								
Administration (payroll)	0	0	129,518	179,455	184,916	190,464	196,169	202,060
Housekeeping (payroll)	0	0	101,424	154,488	167,485	173,107	178,727	183,344
Laundry (payroll)	0	0	52,826	80,462	87,232	90,159	93,087	95,492
Front Desk (payroll)	0	0	105,650	160,925	174,464	180,319	186,174	190,983
Misc/Finance, Admin (payroll)	0	0	48,569	73,980	80,203	82,895	85,587	87,798
Restaurant/F&B (payroll)	0	0	155,670	244,721	276,573	293,059	304,591	311,523
Taxes/Benefits	0	0	61,318	90,903	97,202	100,372	103,564	106,355
Linen & Laundry	0	0	31,695	48,277	52,339	54,096	55,852	57,295
Comp F & B	0	0	42,260	64,370	69,786	72,128	74,469	76,393
Phone Lines	0	0	68,673	104,601	113,402	117,208	121,013	124,139

Electric	0	0	95,086	144,833	157,018	162,287	167,557	171,885
Repairs & Main	0	0	48,569	96,079	115,054	121,913	126,710	129,593
Marketing & Ad	0	0	205,119	322,910	365,086	386,848	402,071	411,222
Franchise Fee	0	0	175,816	276,780	312,931	331,584	344,632	352,476
Mngmt Fee	0	0	118,119	186,882	212,678	226,145	235,268	240,502
Expenses Total	0	0	1,440,312	2,229,664	2,466,371	2,582,586	2,675,470	2,741,061
EBITDA	0	0	1,520,172	2,424,365	2,793,403	2,990,715	3,117,138	3,183,381
Interest	0	0	409,215	540,161	533,540	526,476	518,939	510,896
Depreciation	0	172,004	426,537	449,167	449,167	449,167	449,167	449,167
Income Taxable	0	(172,004)	684,420	1,435,038	1,810,696	2,015,072	2,149,032	2,223,318
Adj. for Carryforward	0	0	512,416	1,435,038	1,810,696	2,015,072	2,149,032	2,223,318
Tax Charge	0	0	102,483	287,008	362,139	403,014	429,806	444,664
Net Income	0	(172,004)	581,937	1,148,030	1,448,557	1,612,058	1,719,226	1,778,655

Annual Revenue [\$]

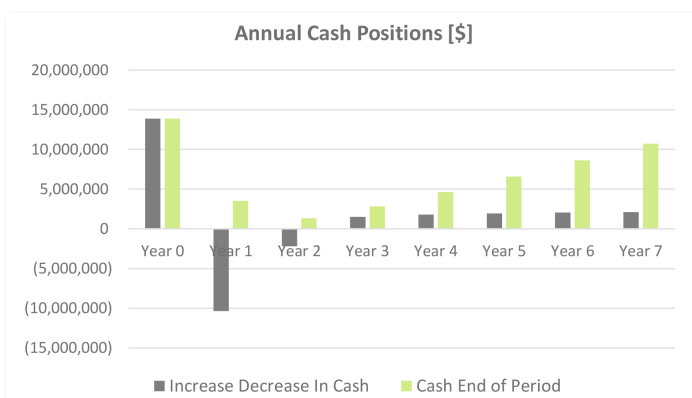


Annual Income [\$]



Projected Cash Flow

The following depictions of the projected cash flows show that the Company expects to maintain sufficient cash balances over the forecast horizon of this business plan. Projected cash flow is intended to forecast the actual flow of cash in and out of Aire Hospitality Group. By contrast, the income statement (displayed previously) includes some non-cash items (depreciation and amortization, for instance) and excludes some cash items (funding and investment flow, for instance).



Cash Flow Stmt [\$]	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Cash Flows Operating								
Net Income	(150,000)	(172,004)	581,937	1,148,030	1,448,557	1,612,058	1,719,226	1,778,655
Adjustments To Reconcile								
Depreciation	0	172,004	426,537	449,167	449,167	449,167	449,167	449,167
Financing Interest Total	0	0	409,215	540,161	533,540	526,476	518,939	510,896
Accrual-to-Cash Adj, Acct Recv	0	0	0	0	0	0	0	0
Change in Inventory (Raw/WIP only)	0	0	0	0	0	0	0	0
Accrual-to-Cash Adj, Acct Pay	0	0	0	0	0	0	0	0
Tax Charge	0	0	102,483	287,008	362,139	403,014	429,806	444,664
Cash Flows Operating Total	(150,000)	0	1,520,172	2,424,365	2,793,403	2,990,715	3,117,138	3,183,381
Cash Flows Investing								
Capital Spending, Construction	0	10,348,259	3,126,741	0	0	0	0	0
Capital Spending	0	0	0	0	0	0	0	0
Land or Non-Depr.	2,000,000	0	0	0	0	0	0	0
Cash Flows Investing Total	2,000,000	10,348,259	3,126,741	0	0	0	0	0
Cash Flows Financing								
Equity Capital In (Out)	7,600,000	0	0	0	0	0	0	0
Debt Capital In (Out)	8,425,000	0	(70,051)	(98,860)	(105,481)	(112,545)	(120,082)	(128,124)
LOC Capital In (Out)	0	0	0	0	0	0	0	0
Cash Flows Financing Total	16,025,000	0	(70,051)	(98,860)	(105,481)	(112,545)	(120,082)	(128,124)
Cash Flows Other								
Financing Interest Total	0	0	409,215	540,161	533,540	526,476	518,939	510,896
Tax Charge	0	0	102,483	287,008	362,139	403,014	429,806	444,664
Cash Flows Other Total	0	0	511,698	827,168	895,679	929,490	948,745	955,560
Increase Decrease In Cash	13,875,000	(10,348,259)	(2,188,318)	1,498,337	1,792,243	1,948,679	2,048,310	2,099,697
Cash, Beginning of Period	0	13,875,000	3,526,741	1,338,423	2,836,760	4,629,003	6,577,682	8,625,993
Cash End of Period	13,875,000	3,526,741	1,338,423	2,836,760	4,629,003	6,577,682	8,625,993	10,725,690

Projected Balance Sheet

The projected balance sheet displays the Aire Hospitality Group cash, asset, liability and equity balances at incremental periods throughout the forecast horizon.

Balance Sheet [\$]	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Current Assets								
Cash	13,875,000	3,526,741	1,338,423	2,836,760	4,629,003	6,577,682	8,625,993	10,725,690
Accounts Receivable	0	0	0	0	0	0	0	0
Inventory	0	0	0	0	0	0	0	0
Current Assets Total	13,875,000	3,526,741	1,338,423	2,836,760	4,629,003	6,577,682	8,625,993	10,725,690
Long Term Assets								
Capitalized Asset Balance	0	10,348,259	13,475,000	13,475,000	13,475,000	13,475,000	13,475,000	13,475,000
Accumulated Depreciation	0	172,004	598,541	1,047,708	1,496,874	1,946,041	2,395,208	2,844,374
Net Asset Balance	0	10,176,254	12,876,459	12,427,292	11,978,126	11,528,959	11,079,792	10,630,626
Land or Non-Depr.	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Long Term Assets Total	2,000,000	12,176,254	14,876,459	14,427,292	13,978,126	13,528,959	13,079,792	12,630,626
Total Assets	15,875,000	15,702,996	16,214,882	17,264,052	18,607,129	20,106,641	21,705,785	23,356,315
Current Liabilities								
Payables, Unearned/Defrd Rev.	0	0	0	0	0	0	0	0
Line-of-Credit	0	0	0	0	0	0	0	0
Current Liabilities Total	0	0	0	0	0	0	0	0
Long Term Liabilities								
Debt	8,425,000	8,425,000	8,354,949	8,256,089	8,150,609	8,038,064	7,917,982	7,789,857
Other	0	0	0	0	0	0	0	0
Long Term Liabilities Total	8,425,000	8,425,000	8,354,949	8,256,089	8,150,609	8,038,064	7,917,982	7,789,857
Total Liabilities	8,425,000	8,425,000	8,354,949	8,256,089	8,150,609	8,038,064	7,917,982	7,789,857
Owner Equity								
Total Owner Equity	7,450,000	7,277,996	7,859,933	9,007,963	10,456,520	12,068,577	13,787,803	15,566,458
Total Liabilities And Owner Equity	15,875,000	15,702,996	16,214,882	17,264,052	18,607,129	20,106,641	21,705,785	23,356,315

Projected 12-Month Income Statement

The following table displays the monthly-level forecasts for the first year of operation for Aire Hospitality Group.

Month	17	18	19	20	21	22	23	24	25	26	27	28	29
Development Costs													
Land (ConstrDev)	0	0	0	0	0	0	0	0	0	0	0	0	0
Hard Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Soft Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Developer Fee	0	0	0	0	0	0	0	0	0	0	0	0	0
FF&E	0	0	0	0	0	0	0	0	0	0	0	0	0
Improvements, Parkg, Lndscp	0	0	0	0	0	0	0	0	0	0	0	0	0
Taxes, Legal, Permits, Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest, Financing Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0
Working Capital, ConstrDev	0	0	0	0	0	0	0	0	0	0	0	0	0
Rev/Occupancy Growth Profile													
Occupancy	1	64.7%	64.8%	65.6%	65.6%	64.6%	64.3%	63.3%	60.7%	60.7%	60.9%	71.8%	72.9%
Room Nights Sold	2,289	2,275	2,271	2,244	2,243	2,279	2,289	2,326	2,424	2,424	2,416	2,636	2,595
ADR	139	138.68	138.68	138.68	138.68	138.68	138.68	138.68	138.68	138.68	138.68	149.08	149.08
RevPAR	88	88.08	88.08	88.08	88.08	88.08	88.08	88.08	88.08	88.08	88.08	107.31	107.31
Revenue													
Rooms	317,439	315,497	314,942	311,198	311,059	316,052	317,439	322,570	336,160	336,160	335,051	392,975	386,863
Restaurant	23,193	23,051	23,011	22,737	22,727	23,092	23,193	23,568	24,561	24,561	24,480	28,712	28,266
Banquet/Catering, Food	11,543	11,472	11,452	11,316	11,311	11,492	11,543	11,729	12,223	12,223	12,183	14,289	14,067
Banquet/Catering, Beverage	1,402	1,394	1,391	1,375	1,374	1,396	1,402	1,425	1,485	1,485	1,480	1,736	1,709
Banquet/Catering, Other	7,228	7,183	7,171	7,086	7,082	7,196	7,228	7,344	7,654	7,654	7,629	8,948	8,808
Revenue Total	360,804	358,598	357,967	353,711	353,554	359,228	360,804	366,637	382,084	382,084	380,823	446,660	439,713
COGS													
Credit Card/Digital Trans Fees	10,824	10,758	10,739	10,611	10,607	10,777	10,824	10,999	11,463	11,463	11,425	13,400	13,191
Food & Beverage	19,153	19,036	19,003	18,777	18,768	19,070	19,153	19,463	20,283	20,283	20,216	23,711	23,342
Banquet/Catering, Other	940	934	932	921	921	935	940	955	995	995	992	1,163	1,145
COGS Total	30,917	30,728	30,674	30,309	30,296	30,782	30,917	31,417	32,740	32,740	32,632	38,274	37,679
Expenses													
Administration (payroll)	14,432	14,344	14,319	14,148	14,142	14,369	14,432	14,665	15,283	15,283	15,233	15,132	14,896
Housekeeping (payroll)	11,302	11,233	11,213	11,080	11,075	11,252	11,302	11,484	11,968	11,968	11,929	13,430	13,221
Laundry (payroll)	5,886	5,850	5,840	5,771	5,768	5,861	5,886	5,982	6,234	6,234	6,213	6,995	6,886
Front Desk (payroll)	11,773	11,701	11,680	11,541	11,536	11,721	11,773	11,963	12,467	12,467	12,426	13,989	13,772
Misc/Finance, Admin (payroll)	5,412	5,379	5,369	5,306	5,303	5,388	5,412	5,500	5,731	5,731	5,712	6,431	6,331
Restaurant/F&B (payroll)	17,346	17,240	17,210	17,005	16,998	17,271	17,346	17,627	18,369	18,369	18,309	21,474	21,140
Taxes/Benefits	6,833	6,791	6,779	6,698	6,695	6,803	6,833	6,943	7,236	7,236	7,212	7,837	7,715
Linen & Laundry	3,532	3,510	3,504	3,462	3,461	3,516	3,532	3,589	3,740	3,740	3,728	4,197	4,132

Comp F & B	4,709	4,680	4,672	4,616	4,614	4,688	4,709	4,785	4,987	4,987	4,970	5,596	5,509
Phone Lines	7,652	7,605	7,592	7,502	7,498	7,619	7,652	7,776	8,104	8,104	8,077	9,093	8,952
Electric	10,595	10,531	10,512	10,387	10,382	10,549	10,595	10,767	11,220	11,220	11,183	12,591	12,395
Repairs & Main	5,412	5,379	5,369	5,306	5,303	5,388	5,412	5,500	5,731	5,731	5,712	8,933	8,794
Marketing & Ad	22,856	22,717	22,677	22,407	22,397	22,757	22,856	23,226	24,204	24,204	24,125	28,346	27,906
Franchise Fee	19,591	19,471	19,437	19,206	19,197	19,506	19,591	19,908	20,747	20,747	20,678	24,297	23,919
Mngmt Fee	13,162	13,082	13,059	12,903	12,898	13,105	13,162	13,375	13,938	13,938	13,892	16,429	16,174
Expenses Total	160,494	159,513	159,232	157,339	157,269	159,793	160,494	163,089	169,960	169,960	169,399	194,770	191,741
EBITDA	169,393	168,357	168,061	166,063	165,989	168,653	169,393	172,131	179,384	179,384	178,791	213,616	210,293
Interest	45,594	45,553	45,511	45,469	45,427	45,385	45,342	45,299	45,256	45,213	45,169	45,125	45,081
Depreciation	37,431	37,431	37,431	37,431	37,431	37,431	37,431	37,431	37,431	37,431	37,431	37,431	37,431
Income Taxable	86,368	85,374	85,120	83,163	83,132	85,838	86,621	89,402	96,697	96,740	96,192	131,060	127,782
Adj. for Carryforward	0	0	84,261	83,163	83,132	85,838	86,621	89,402	96,697	96,740	96,192	131,060	127,782
Tax Charge	0	0	16,852	16,633	16,626	17,168	17,324	17,880	19,339	19,348	19,238	26,212	25,556
Net Income	86,368	85,374	68,267	66,531	66,505	68,670	69,297	71,521	77,358	77,392	76,953	104,848	102,225

12 Month Income Statement [\$]

