

# BUSINESS

**PLAN**  
**2025**



GARLAND

HUNTING SAFARIS

## CAPESTONE

2001/048909/23

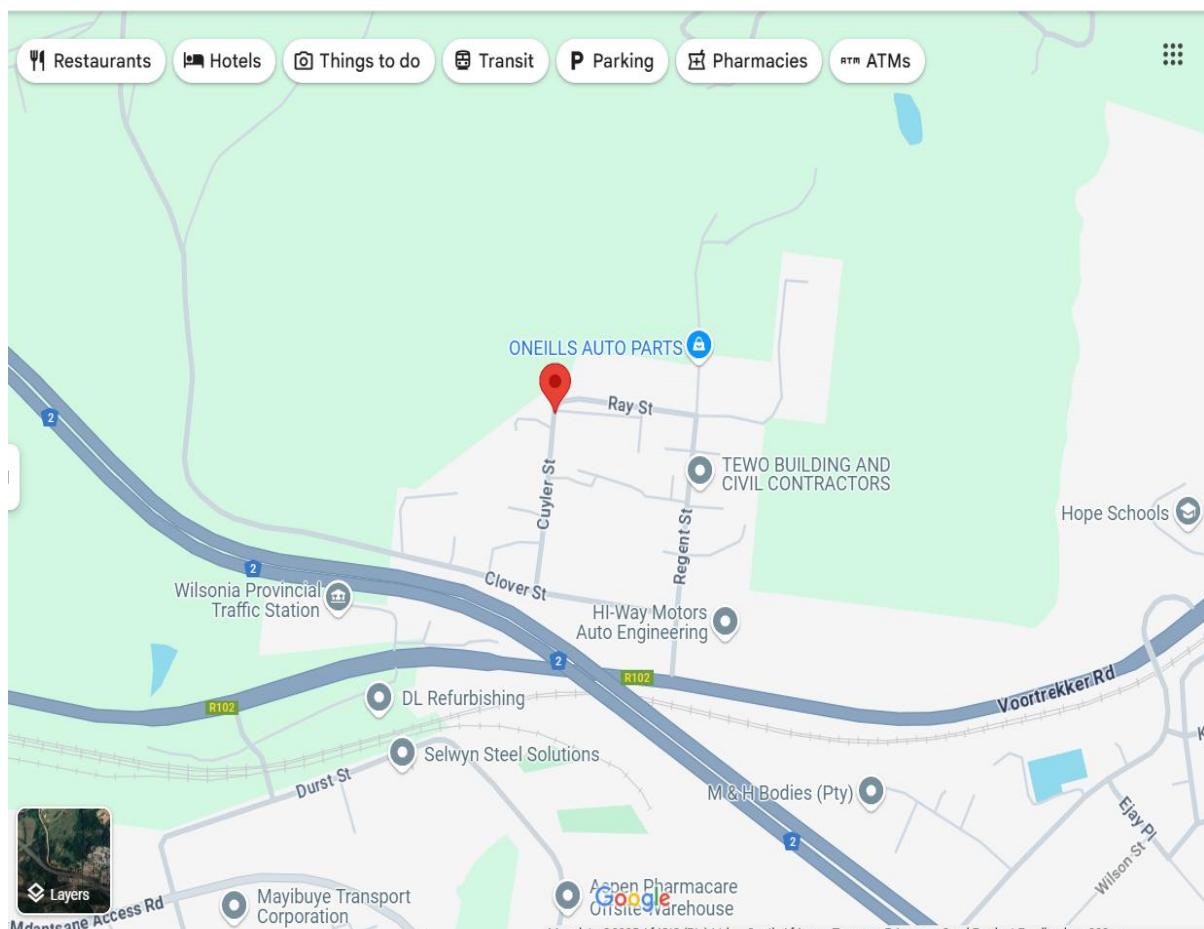
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# Table of Contents

1. Table of Contents .....	1
Business Overview .....	2
Executive Summary .....	3
2. Business Description .....	5
3. Market Analysis & Strategic Positioning .....	7
4. Market Size & Growth Potential Analysis .....	8
5. SWOT Analysis.....	9
6. Operations & Management Excellence .....	10
7. Quality Assurance & Service Standards .....	13
8. Marketing & Sales Strategy.....	13
9. Pricing Strategy & Revenue Optimisation.....	15
10. Financial Performance & Projections.....	16
11. Financial Statements (Projected).....	37
12. Projected Cash Flow Statement (ZAR) .....	39
13. Projected Balance Sheet (ZAR) .....	40

## Business Overview

<b>Business Name</b>	<b>Capstone Game Farming Enterprise</b>
<b>Business Owner(s)</b>	Ellina Nomanesi Ndevu (Director/Owner)
<b>Business Registration Number</b>	2001/048909/23
<b>Business Address</b>	No. 3 Cuyler Street, Eureka, East London, 5247, Eastern Cape, South Africa
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<b>Business Established</b>	2018 (Company registered 2001)
<b>Legal Structure</b>	Close Corporation



## Executive Summary

Capstone Game Farming Enterprise represents a pioneering venture in South Africa's burgeoning wildlife economy, strategically positioned to capitalise on the industry's robust growth trajectory. Using multiplier analysis based on the Social Account Matrix (SAM) of South Africa, the research revealed that trophy hunting annually contributes more than US\$341 million to the South African economy and supports more than 17,000 employment opportunities.

Established as a 100% woman-owned enterprise under the visionary leadership of Ellina Nomanesi Ndevu, Capstone operates across 1,590 hectares of prime Eastern Cape wilderness, encompassing the combined Garland No. 181 and Kirby No. 174 farms near Stutterheim. The enterprise has strategically positioned itself within the wildlife economy's three primary revenue streams: international trophy hunting, premium accommodation services, and sustainable game meat production.

The business maintains a diverse portfolio of over 20 game species, including the prestigious Big Five member, Cape Buffalo, and a comprehensive 24-bed luxury accommodation facility. Hunting is driving the growth, with demand from both local and international hunters increasing. As the prices have risen, many farmers have sold animals to capitalise on the higher prices, which has now meant that on-farm stocks are low. This supply-demand imbalance presents extraordinary opportunities for well-positioned operators like Capstone.

Capstone's competitive advantage stems from its exceptional geographic positioning, offering dual accessibility via the N2 and N6 national routes, spectacular natural vistas spanning thick bushveld to open plains, and proximity to East London's international airport and harbour facilities. The enterprise has established a loyal international clientele base, with 80% repeat customers from prestigious hunting markets, including the United States, United Kingdom, Germany, Denmark, and France.

The business has demonstrated remarkable resilience and growth potential, generating quarterly revenues of R801,091 (January-March 2025) while maintaining operational self-sufficiency. With current assets valued at R8.57 million and fixed assets estimated at R5 million, Capstone presents a compelling investment proposition for strategic partners seeking exposure to the wildlife economy's exceptional growth trajectory.

**Investment Opportunity:** Capstone seeks R10 million in strategic investment to unlock its full operational potential, targeting the creation of 50 employment opportunities by 2035 whilst expanding into value-added processing, establishing a dedicated abattoir facility, and strengthening its eco-tourism capabilities.

**Strategic Investment Opportunity:** Capstone seeks R10 million in strategic investment capital to unlock its full operational potential and achieve its ambitious objective of creating 50 sustainable employment opportunities by 2035. This investment will facilitate expansion into value-added processing, establishing a dedicated abattoir facility, enhancing eco-tourism capabilities, and strengthening the enterprise's position as the Eastern Cape's premier Black woman-owned wildlife enterprise.

The investment proposition presents exceptional returns through multiple channels: immediate operational profit enhancement, asset appreciation through strategic development, and participation in South Africa's rapidly expanding wildlife economy sector. With conservative projections indicating potential annual revenue growth to R15+ million within five years post-investment, Capstone offers investors exposure to a unique combination of financial returns, transformation impact, and conservation contribution.

# 1. Business Description

## 1.1. Industry Overview & Market Context

The South African wildlife economy represents one of the continent's most dynamic and rapidly expanding economic sectors, with trophy hunting alone contributing over US\$341 million annually to the national economy whilst supporting more than 17,000 employment opportunities. This extraordinary growth trajectory reflects the industry's evolution from traditional farming practices to sophisticated, internationally integrated tourism and conservation enterprises that deliver exceptional economic, social, and environmental returns.

Research conducted by North-West University's Tourism Research in Economics, Environs and Society (TREES) unit demonstrates that the hunting industry contributes just over R15 billion to South Africa's economy annually when accounting for accommodation, transport, catering, processing, permits, fees, and trophy fees. The Eastern Cape has emerged as a premier destination within this sector, offering diverse ecosystems, malaria-free environments, established transport infrastructure, and favourable regulatory frameworks supporting sustainable wildlife utilisation.

## 1.2. Company Foundation & Leadership

Capstone Game Farming Enterprise was formally established in 2018, building upon the solid foundation of Capstone 1248 CC, a company originally registered in 2001 under registration number 2001/048909/23. This strategic evolution reflects the leadership's commitment to developing a specialised, world-class wildlife enterprise that exemplifies excellence in both business performance and transformation leadership.

The enterprise operates under the visionary leadership of Ms Ellina Nomanesi Ndevu, whose entrepreneurial excellence and passionate commitment to wildlife economy development have positioned Capstone as a beacon of successful transformation within the traditionally male-dominated hunting industry. Ms Ndevu's leadership is complemented by an experienced management team, including Ms Nandipha Nomatyindyo as Business Manager, bringing extensive qualifications in Land and Agrarian Studies, Advanced Management, and Business Development, and Mr Brendan Moorcroft as Farm Manager, contributing 17 years of farming experience and professional hunting expertise with dangerous game endorsement.

**Mission Statement:** To operate a premier wildlife enterprise at full operational capacity, creating sustainable employment opportunities for 50 individuals by 2035 whilst delivering exceptional hunting

and eco-tourism experiences that contribute meaningfully to biodiversity conservation, rural economic development, and South Africa's transformation agenda.

**Vision Statement:** To establish Capstone as the Eastern Cape's leading Black woman-owned game farming enterprise, recognised internationally for excellence in sustainable wildlife management, exceptional client service delivery, and transformative community impact that demonstrates the extraordinary potential of historically disadvantaged individuals in South Africa's wildlife economy.

### **1.3. Strategic Location & Infrastructure**

Capstone's exceptional competitive positioning stems from its strategic location across 1,590 hectares of prime Eastern Cape wilderness, encompassing the combined Garland No. 181 and Kirby No. 174 farms near Stutterheim. This remarkable property portfolio offers several critical advantages, differentiating Capstone from competitors and enhancing its appeal to discerning international clientele.

The property's unique topographical diversity spans from dense, traditional African bushveld to expansive open plains, providing varied hunting experiences that accommodate different species, hunting preferences, and client requirements. This diversity enables Capstone to offer both traditional stalking experiences in challenging terrain and open-country hunting that appeals to clients preferring different hunting methodologies.

Accessibility represents another crucial competitive advantage, with the property benefiting from dual access via both the N2 and N6 national highway networks. This positioning places Capstone within convenient travelling distance of East London's international airport and harbour facilities, significantly enhancing accessibility for international clients whilst reducing logistical complexity and associated costs.

### **1.4. Comprehensive Service Portfolio**

Capstone's sophisticated business model encompasses multiple complementary service offerings that create diverse revenue streams whilst enhancing client satisfaction and operational resilience:

***Premium Trophy Hunting Services:*** The enterprise specialises in providing world-class trophy hunting experiences featuring over 20 game species, including the prestigious Cape Buffalo. Professional hunting services include qualified professional hunters, experienced tracking teams,

trophy preparation, and comprehensive logistical support, ensuring exceptional client experiences that consistently exceed international standards.

**Luxury Accommodation Services:** Capstone operates a comprehensive 24-bed luxury lodge facility featuring entertainment areas, a swimming pool, specialised amenities for guests with disabilities, and full catering services. The accommodation offering includes both group self-catering arrangements at R3,000 per night and full-service packages at R2,800 per person per night, catering to diverse client preferences and budgets.

**Game Meat Production & Processing:** The enterprise operates sustainable game meat production partnerships with local abattoirs, selling premium game meat at R31 per kilogram. This revenue stream provides additional income whilst supporting local food systems and ensuring optimal utilisation of harvested game resources.

## 2. Market Analysis & Strategic Positioning

### 2.1. Target Market Segmentation & Analysis

Capstone has developed a sophisticated understanding of its target markets through years of operational experience and strategic market development. The enterprise's primary customer segments reflect the global nature of South Africa's hunting industry whilst demonstrating the company's ability to attract and retain high-value international clientele.

**International Trophy Hunters (Primary Market - 85% of revenue):** Capstone's core clientele comprises affluent hunters from developed economies, primarily males aged 35-65 with substantial disposable income and a passion for authentic African hunting experiences. The enterprise's established client base spans prestigious markets, including the United States (representing approximately 40% of international clients), European Union countries (45%), and the United Kingdom (15%).

These clients typically invest between R50,000 and R150,000 per hunting safari, with many returning annually or biennially, contributing to Capstone's exceptional 80% customer retention rate. International clients value authentic experiences, professional service delivery, trophy quality, accommodation standards, and the cultural richness that Capstone consistently provides. Booking patterns typically involve 12-18 months of advance planning for 7-10-day safari experiences, enabling effective capacity planning and resource allocation.



*Domestic Recreational Hunters (Secondary Market - 15% of revenue):* South African residents represent an important secondary market, particularly for biltong hunting and recreational shooting experiences. These clients typically invest between R15,000 and R35,000 per safari, with peak demand occurring during school holidays and extended weekends. Domestic clients provide valuable revenue diversification whilst supporting local community engagement and awareness of Capstone's offerings.

*Emerging Eco-Tourism Market (Growth Opportunity):* Capstone has identified significant expansion potential within the eco-tourism segment, targeting international and domestic tourists seeking authentic African experiences without hunting components. This market segment offers substantial growth opportunities as global eco-tourism continues expanding and South Africa's tourism industry recovers from recent challenges.

### 3. Market Size & Growth Potential Analysis

The South African hunting industry demonstrates exceptional stability and growth potential, with trophy hunters spending US\$250 million annually across the country. This substantial market expenditure supports a comprehensive ecosystem of service providers, equipment suppliers, accommodation facilities, and local communities, creating significant multiplier effects throughout rural economies.

Market analysis reveals several positive trends supporting Capstone's growth strategy. International hunting tourism has demonstrated remarkable resilience, with demand recovering strongly following temporary disruptions. Premium hunting destinations command increasing prices as wealthy international clients prioritise quality experiences over cost considerations. The Eastern Cape's reputation as a malaria-free, accessible, and diverse hunting destination continues to strengthen, with international marketing efforts yielding measurable increases in visitor numbers.

Research indicates that wildlife ranching has experienced extraordinary growth, with the value of game animals sold at formal auctions increasing from R93 million in 2005 to over R1.8 billion in 2014, representing an average annual growth rate of 26%. Current market dynamics suggest continued growth as hunting and wildlife viewing become increasingly popular globally, with South Africa maintaining its position as the world's premier hunting destination.

#### 3.1. Competitive Landscape & Differentiation Strategy

Capstone operates within a competitive but fragmented market with numerous small operators and several established premium facilities. The enterprise's competitive analysis reveals two primary

competitors located 17km and 30km from Capstone's facilities, alongside various Eastern Cape game farms offering similar species and accommodation services.

#### *Distinctive Competitive Advantages:*

**Transformation Leadership:** Capstone's position as a 100% Black woman-owned enterprise provides significant differentiation within an industry traditionally dominated by white male ownership. This positioning resonates with international clients who are increasingly conscious of supporting transformation and empowerment whilst aligning with South African government policies promoting historically disadvantaged individuals' participation in the wildlife economy.

**Exceptional Geographic Positioning:** The enterprise's dual highway access, proximity to East London's international facilities, and diverse topographical features provide operational advantages that competitors struggle to match. These factors reduce client travel complexity while enhancing the variety and quality of hunting experiences.

**Infrastructure Excellence:** Capstone's comprehensive 24-bed accommodation facility, specialised amenities for disabled guests, professional hunting equipment, and experienced staff deliver service standards that consistently exceed client expectations. The enterprise's investment in quality infrastructure demonstrates long-term commitment and professionalism, distinguishing it from smaller operators.

**Cultural Authenticity:** Under Ms Ndevu's leadership, Capstone offers authentic South African cultural experiences that complement the hunting and accommodation services. International clients increasingly value these authentic cultural interactions as integral components of their African safari experiences.

## 4. SWOT Analysis

4.1. <u>Strengths:</u>	4.2. <u>Weaknesses:</u>
<ul style="list-style-type: none"> <li>• Strategic location with exceptional accessibility and diverse hunting environments</li> <li>• Experienced, professional management team with complementary skills and extensive industry knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Limited financial resources constraining rapid expansion and infrastructure development</li> <li>• Dependence on seasonal hunting patterns creates revenue fluctuations</li> </ul>

<ul style="list-style-type: none"> <li>• Comprehensive infrastructure supporting premium service delivery</li> <li>• Strong financial position with minimal debt and a substantial asset base</li> <li>• Exceptional client retention rates demonstrating superior service quality</li> <li>• 100% transformation credentials providing marketing and government relations advantages</li> </ul>	<ul style="list-style-type: none"> <li>• Rural location challenges in recruiting specialised skilled personnel</li> <li>• Infrastructure maintenance costs associated with large property and comprehensive facilities</li> <li>• Reliance on international clients potentially affected by global economic conditions and travel restrictions</li> </ul>
<p><b>4.3. <u>Opportunities:</u></b></p> <ul style="list-style-type: none"> <li>• Favourable government policies supporting wildlife economy development and HDI participation</li> <li>• Growing international demand for ethical, authentic hunting experiences</li> <li>• Expansion potential within eco-tourism markets seeking non-hunting African experiences</li> <li>• Value-added processing opportunities through abattoir development</li> <li>• Export market development for premium game meat products</li> <li>• Educational and corporate tourism markets seeking unique venue experiences</li> </ul>	<p><b>4.4. <u>Threats:</u></b></p> <ul style="list-style-type: none"> <li>• Climate variability and drought affecting game populations and property conditions</li> <li>• Potential changes in international hunting regulations or sentiment</li> <li>• Economic instability affecting discretionary spending on luxury experiences</li> <li>• Poaching and stock theft require constant vigilance and security investment</li> <li>• Service infrastructure inconsistencies (electricity, water) in rural areas</li> <li>• Regulatory changes potentially affecting hunting or tourism operations</li> </ul>

## 5. Operations & Management Excellence

### 5.1. Organisational Structure & Management Capability

Capstone's organisational excellence stems from a carefully structured management framework that combines strategic leadership, operational expertise, and specialised technical capabilities. The

enterprise operates through a lean but highly effective structure that maximises efficiency whilst maintaining the flexibility necessary to respond to market opportunities and seasonal variations.

***Executive Leadership Team:***

Ms Ellina Nomanesi Ndevu serves as Director and Chief Executive, providing strategic oversight, stakeholder relationship management, and ultimate accountability for business performance. Her leadership encompasses strategic planning, financial management, regulatory compliance, staff recruitment, infrastructure development, and ensuring the enterprise's continued alignment with its transformation and community development objectives.

Ms Nandipha Nomatyindyo is a business manager with exceptional academic credentials, including a postgraduate diploma in land and agrarian studies, a certificate in advanced management, and extensive business development training. Her responsibilities encompass implementing marketing strategy, business efficiency optimisation, resource linkage, public relations, regulatory permit management, and institutional liaison activities supporting Capstone's continued growth and development.

Mr Brendan Moorcroft operates as a Farm Manager, contributing 17 years of farming experience, Project Management qualifications, and Professional Hunting certification with dangerous game endorsement. His operational responsibilities include client booking management, hunting operation oversight, trophy preparation, accommodation facility maintenance, game management and breeding, equipment and vehicle maintenance, and game meat preparation and processing.

**5.2. Operational Management Framework:**

***Hunting Operations Division:*** This critical division manages all aspects of professional hunting services, including client safety protocols, professional hunter allocation, tracking team coordination, trophy preparation, and quality assurance. The division maintains strict standards, ensuring every hunting experience meets or exceeds international expectations while adhering to all regulatory requirements and conservation principles.

***Accommodation Services Division:*** Responsible for lodge management, housekeeping, catering services, guest relations, and facility maintenance. This division ensures that Capstone's accommodation offering consistently delivers luxury experiences that complement the hunting services whilst accommodating guests with diverse needs and preferences.

*Game Management Division:* Oversees species monitoring, breeding programmes, habitat management, feeding systems, water point maintenance, and anti-poaching security measures. This division ensures sustainable game populations whilst continuously improving the quality and diversity of hunting opportunities available to clients.

*Maintenance & Logistics Division:* Manages infrastructure maintenance, vehicle fleet operations, supply chain coordination, and equipment servicing. This division ensures that all operational assets remain in optimal condition whilst supporting the complex logistical requirements associated with premium hunting and accommodation services.

### **5.3. Staffing Structure & Human Resource Development**

Capstone's human resource strategy recognises that exceptional service delivery depends fundamentally upon skilled, motivated, and well-trained personnel. The enterprise maintains a carefully structured staffing approach combining permanent professional positions with seasonal expansion during peak operational periods.

#### *Permanent Staffing (16 positions):*

- Management and administration (3 positions)
- Professional hunting and guiding services (2 positions)
- Lodge operations and catering (4 positions)
- Game management and property maintenance (4 positions)
- Support services and logistics (3 positions)

#### *Seasonal Staffing (up to 160 positions during peak periods):*

- Hunting support personnel, including trackers, skinners, and trophy preparation specialists
- Additional accommodation and catering support during high occupancy periods
- Maintenance and infrastructure teams for property improvement projects
- Transport and logistics support for enhanced client service delivery

Capstone's commitment to human resource development extends beyond immediate operational requirements to encompass skills transfer, professional development, and career advancement opportunities for all team members. The enterprise prioritises local employment whilst providing comprehensive training that enhances both individual capabilities and overall service quality.

## 6. Quality Assurance & Service Standards

Capstone maintains rigorous quality assurance protocols, consistently delivering premium services that meet or exceed international standards. These protocols encompass every aspect of the client experience, from initial booking to departure, emphasising safety, professionalism, and cultural sensitivity.

### 6.1. Service Delivery Standards:

- Professional hunting services meeting International Professional Hunter Association standards
- Accommodation services delivering luxury hotel equivalents adapted for safari environments
- Catering services featuring high-quality cuisine accommodating diverse dietary requirements and preferences
- Cultural experiences providing authentic insights into South African heritage and traditions
- Environmental stewardship demonstrating responsible wildlife management and conservation principles

### 6.2. Safety and Compliance Protocols:

- Comprehensive safety procedures for all hunting activities, equipment handling, and transportation
- Full regulatory compliance with all hunting, accommodation, and business operation requirements
- Insurance coverage protecting clients, staff, and enterprise assets
- Emergency response procedures addressing medical, security, and operational contingencies
- Professional development ensuring all staff maintain current certifications and capabilities

## 7. Marketing & Sales Strategy

### 7.1. Brand Positioning & Value Proposition

Capstone has developed a sophisticated brand positioning strategy that differentiates the enterprise within South Africa's competitive hunting and eco-tourism landscape, appealing to increasingly discerning international clientele. The enterprise's value proposition centres on delivering authentic,

premium African experiences that combine exceptional hunting opportunities with luxury accommodation, professional service, and meaningful cultural engagement.

## 7.2. Primary Brand Attributes:

- **Authenticity:** Capstone offers genuine South African experiences led by local professionals who understand both international client expectations and traditional African hospitality
- **Transformation Leadership:** As a 100% Black woman-owned enterprise, Capstone provides clients with opportunities to support meaningful economic transformation whilst enjoying premium services
- **Professional Excellence:** Every aspect of Capstone's service delivery meets or exceeds international standards through experienced professionals and comprehensive quality assurance
- **Cultural Richness:** Clients experience authentic South African culture, heritage, and traditions as integral components of their safari experiences
- **Conservation Commitment:** Capstone demonstrates responsible wildlife management and conservation principles that resonate with environmentally conscious clients

## 7.3. Customer Acquisition & Retention Strategy

Capstone's marketing approach recognises the unique characteristics of the international hunting market, where personal relationships, reputation, and word-of-mouth recommendations drive client acquisition more effectively than traditional advertising approaches. The enterprise has developed a comprehensive customer acquisition and retention strategy that leverages multiple channels whilst prioritising relationship building and exceptional service delivery.

*Relationship Marketing & Client Retention:* Capstone's exceptional 80% customer retention rate demonstrates the effectiveness of its relationship marketing approach. The enterprise communicates regularly with past clients through newsletters, seasonal greetings, and personalised updates about property developments and new opportunities. Many clients develop multi-year relationships with Capstone, returning annually or biennially and often bringing friends and family members.

*Industry Network Participation:* The enterprise actively participates in international hunting exhibitions, professional hunter associations, and industry conferences that provide access to qualified prospects whilst enhancing Capstone's professional reputation. These events build face-to-face relationships with potential clients and industry partners while showcasing Capstone's unique offerings and capabilities.

*Digital Marketing & Online Presence:* Capstone has identified significant opportunities to enhance its digital marketing presence through professional website development, social media engagement, and advertising targeting specific geographic markets and demographic segments. The enterprise plans to invest in high-quality photography and videography that effectively communicate the quality and authenticity of Capstone's experiences.

*Partnership Development:* The enterprise actively cultivates partnerships with hunting outfitters, travel agents, and safari consultants specialising in South African hunting experiences. These partnerships provide access to qualified clients whilst leveraging established industry participants' marketing capabilities and networks.

## 8. Pricing Strategy & Revenue Optimisation

Capstone's pricing strategy reflects its premium positioning whilst remaining competitive within the international hunting market. The enterprise has developed sophisticated pricing models for seasonal variations, package components, group sizes, and specific client requirements.

### *Trophy Hunting Packages:*

- Standard hunting packages range from R12,000 to R220,000 depending on species, duration, and services included
- Average package value of R13,345 for 19 game species (excluding females of 16 species)
- Premium packages featuring Cape Buffalo and other prestigious species command the highest prices
- Customisable packages accommodate specific client preferences and budget considerations

### *Accommodation Services:*

- Group self-catering main lodge: R3,000 per night for international hunting guests
- Full-service accommodation, including meals and laundry: R2,800 per person per night
- Flexible arrangements accommodating various group sizes and service preferences

### *Ancillary Revenue Streams:*

- Game meat sales: R31 per kilogram
- Trophy preparation and taxidermy services



- Airport transfers and transportation services
- Cultural activities and local excursions

### 8.1. Sales Process & Client Management

***Inquiry Management & Qualification:*** Initial inquiries receive prompt, professional responses that provide comprehensive information about Capstone's offerings whilst qualifying client requirements, preferences, and budget parameters. The enterprise maintains detailed client databases, enabling personalised communication and tailored service delivery.

***Proposal Development & Customization:*** Each client receives customised proposals that address specific requirements, preferences, and budget considerations. Proposals include detailed itineraries, species availability, accommodation options, pricing structures, and terms and conditions that clearly communicate all aspects of the proposed experience.

***Booking Confirmation & Preparation:*** Confirmed bookings trigger comprehensive preparation processes, including detailed pre-arrival communication, logistical arrangements, special requirement accommodation, and coordination with all service providers. Clients receive detailed preparation information covering equipment requirements, travel arrangements, health considerations, and cultural orientation.

***Experience Delivery & Quality Assurance:*** Capstone maintains rigorous quality assurance protocols during client visits, ensuring every aspect of the experience meets or exceeds expectations. Daily briefings, feedback collection, and responsive service adjustments ensure optimal client satisfaction throughout their stay.

***Post-Visit Follow-up & Relationship Maintenance:*** Following client departures, Capstone maintains systematic follow-up communication, including thank-you messages, photo sharing, feedback collection, and future opportunity discussions. This post-visit engagement contributes significantly to the enterprise's exceptional retention rates and referral generation.

## 9. Financial Performance & Projections

### 9.1. Current Financial Position & Performance Analysis

Capstone's financial performance demonstrates remarkable stability and growth potential despite operating within a challenging economic environment. The enterprise has maintained consistent

profitability whilst building substantial asset value and maintaining minimal debt obligations, creating a solid foundation for strategic expansion and growth initiatives.

**Asset Position & Valuation:** Capstone's current financial position reflects substantial asset accumulation and careful financial Management. As of February 2024, the enterprise maintains total assets valued at R5,180,575, comprising both fixed assets representing property, equipment, and infrastructure and current assets, including cash reserves and game inventory.

The enterprise's game inventory represents particularly significant value, with current stock valued at approximately R8.57 million as of recent assessments. This substantial inventory value reflects both the enterprise's commitment to maintaining diverse game populations and the appreciating value of wildlife assets as market demand continues to strengthen.

Fixed assets, including property, plant, and equipment, maintain a net book value of R969,286 after accounting for accumulated depreciation. These assets encompass the comprehensive infrastructure supporting Capstone's operations, including accommodation facilities, hunting equipment, vehicles, and property improvements that enhance both operational capability and client experience quality.

**Revenue Performance & Growth Trends:** Recent quarterly performance demonstrates Capstone's ability to generate substantial revenue through its diversified service offerings. The first quarter of 2025 produced revenue of R801,091, reflecting strong international client demand and effective pricing strategies across all service categories.

Monthly revenue analysis reveals seasonal patterns consistent with international hunting preferences, with peak periods during South African winter months when weather conditions optimise hunting experiences for international clients. This seasonal pattern enables Capstone to effectively plan staff allocation, infrastructure maintenance, and inventory management whilst maximising revenue during peak demand periods.

Revenue diversification across hunting packages, accommodation services, and game meat sales provides operational resilience while creating multiple opportunities for growth enhancement. The enterprise's established client base and exceptional retention rates provide predictable revenue streams supporting operational planning and strategic investment decisions.

**Profitability Analysis & Margin Management:** Capstone's profitability performance reflects effective cost management and premium pricing strategies that generate sustainable margins

across all service categories. The enterprise's most recent financial period produced a net profit of R342,130, demonstrating strong operational efficiency and effective resource utilisation.

Gross profit margins remain healthy across all revenue streams, with hunting packages generating the highest margins due to premium positioning and established client relationships. Accommodation services contribute significant gross profits whilst supporting the overall client experience that enhances hunting package value and client satisfaction.

Operating expense management reflects a careful balance between service quality maintenance and cost efficiency. Personnel costs represent the largest expense category, reflecting Capstone's commitment to employing skilled professionals and supporting local employment whilst maintaining competitive compensation structures that attract and retain quality staff.

## 9.2. Financial Projections & Growth Scenarios

Capstone's financial projections reflect conservative growth assumptions based on market analysis, operational capacity, and strategic investment opportunities. These projections provide multiple scenarios enabling effective planning and risk management whilst identifying optimal growth strategies.

### *Conservative Growth Scenario (Organic Growth Without Major Investment):*

- 2025: R3,200,000 annual revenue representing organic growth from current operations
- 2026: R3,600,000 annual revenue through modest capacity expansion and pricing optimisation
- 2027: R4,100,000 annual revenue via market development and service enhancement
- 2028: R4,600,000 annual revenue maintaining a steady growth trajectory

### *Moderate Growth Scenario (Strategic Investment of R5 Million):*

- 2025: R3,200,000 baseline revenue with investment implementation beginning
- 2026: R5,800,000 annual revenue through capacity expansion and service diversification
- 2027: R7,200,000 annual revenue as new capabilities reach full utilisation
- 2028: R8,800,000 annual revenue with established market presence and enhanced offerings

### *Aggressive Growth Scenario (Full Strategic Investment of R10 Million):*

- 2025: R3,200,000 baseline revenue with comprehensive development programme initiation

- 2026: R8,000,000 annual revenue through substantial capacity and capability enhancement
- 2027: R11,300,000 annual revenue as all strategic initiatives reach operational maturity
- 2028: R14,600,000 annual revenue, establishing Capstone as a regional market leader

### **9.3. Cash Flow Management & Working Capital Requirements**

Capstone's cash flow management reflects the seasonal nature of the hunting industry whilst maintaining adequate working capital to support operations throughout varying demand periods. The enterprise has developed sophisticated cash flow forecasting and management systems ensuring adequate liquidity during low-demand periods whilst optimising returns during peak seasons.

*Seasonal Cash Flow Patterns:* Peak hunting seasons generate substantial cash inflows that must be managed carefully to support operations during quieter periods. The enterprise maintains cash reserves sufficient to cover operating expenses during off-seasons whilst investing excess cash in inventory expansion, infrastructure improvements, and strategic development projects.

Working capital requirements reflect the need to maintain game inventory, support seasonal staff expansion, and manage client deposits and bookings. Capstone's established client relationships and advanced booking patterns provide predictable cash flows that support effective working capital management.

*Investment in Growth & Development:* The enterprise allocates significant resources to continuous improvement and strategic development, including property enhancements, equipment upgrades, staff training, and marketing initiatives. These investments support immediate operational requirements and long-term competitive positioning while generating measurable returns through enhanced service quality and pricing power.

### **9.4. Potential Income Analysis**

#### *Maximum Revenue Capacity Assessment*

Capstone's potential income analysis reveals extraordinary revenue generation capabilities when operating at full capacity with optimal resource utilisation and strategic enhancements. This comprehensive assessment considers all revenue streams, operational capacities, market demand patterns, and pricing optimisation opportunities to establish realistic maximum income projections.

### *Trophy Hunting Revenue at Full Capacity:*

Operating at maximum sustainable capacity, Capstone can accommodate approximately 150 international hunting clients and 75 domestic hunters annually without compromising service quality or conservation principles. International clients representing the premium market segment generate average package values of R65,000 per hunter through comprehensive seven-to-ten-day safari experiences encompassing multiple species, luxury accommodations, professional services, and cultural activities.

Domestic clients typically invest R25,000 per hunting package, focusing primarily on biltong hunting and recreational shooting experiences of shorter duration. This market segment provides valuable revenue diversification whilst supporting local community engagement and brand awareness development.

### *Maximum Annual Hunting Revenue Calculation:*

- International hunters: 150 clients × R65,000 = R9,750,000
- Domestic hunters: 75 clients × R25,000 = R1,875,000
- **Total Maximum Hunting Revenue: R11,625,000 annually**

### *Accommodation Services Revenue at Full Capacity:*

Following strategic investment and expansion, Capstone's enhanced accommodation facilities will feature 36 beds operating at optimal 85% annual occupancy rates. This expansion from the current 24-bed capacity represents a 50% increase in accommodation capability whilst incorporating advanced amenities and service standards that command premium pricing.

Average daily rates reflect the premium positioning and comprehensive service delivery, with international hunting clients paying R2,900 per night for luxury accommodation, including specialised amenities, meals, laundry services, and entertainment facilities. Non-hunting guests and eco-tourism clients contribute additional revenue through separate accommodation bookings.

### *Maximum Annual Accommodation Revenue Calculation:*

- Enhanced capacity: 36 beds × 365 days × 85% occupancy = 11,178 bed-nights annually
- Average daily rate: R2,900 per bed-night
- **Total Maximum Accommodation Revenue: R32,416,200 annually**

### *Game Meat Processing Revenue at Full Capacity:*

Strategic investment in dedicated abattoir facilities and meat processing capabilities will enable Capstone to capture substantially greater value from game meat production whilst serving to expand premium markets with ethically sourced protein products. A processing capacity of 200 tons annually represents sustainable utilisation of hunting activities whilst developing new market opportunities.

Value-added processing, packaging, and direct marketing enable premium pricing of R180 per kilogram for processed and packaged game meat products, representing significant margin improvement over current arrangements selling unprocessed carcasses at R31 per kilogram to local abattoirs.

### *Maximum Annual Processing Revenue Calculation:*

- Annual processing capacity: 200 tons (200,000 kilograms)
- Premium processed meat pricing: R180 per kilogram
- **Total Maximum Processing Revenue: R36,000,000 annually**

## **9.5. Eco-Tourism & Corporate Services Revenue at Full Capacity:**

Developing comprehensive eco-tourism capabilities will create substantial new revenue streams serving growing markets for non-hunting African experiences, corporate events, educational programmes, and specialised tourism services. These services leverage Capstone's exceptional location, infrastructure, and cultural authenticity whilst appealing to broader market segments.

Day visitor programmes accommodate up to 2,000 guests annually at R850 per person, featuring game viewing, cultural experiences, dining, and educational activities. Corporate functions and events generate higher per-event revenue through exclusive use arrangements, comprehensive catering, and specialised services.

Conference and meeting facilities serve corporate clients seeking unique venues for strategic planning sessions, team-building activities, and incentive programmes, with 52 annual bookings at R15,000 per event, reflecting the premium nature of these services.

### *Maximum Annual Eco-Tourism Revenue Calculation:*

- Day visitors: 2,000 guests × R850 = R1,700,000
- Corporate functions: 24 events × R45,000 = R1,080,000
- Conference facilities: 52 bookings × R15,000 = R780,000

- **Total Maximum Eco-Tourism Revenue: R3,560,000 annually**

*Comprehensive Maximum Revenue Potential:*

Combining all revenue streams operating at full capacity reveals Capstone's extraordinary income generation potential:

- Trophy hunting operations: R11,625,000
- Accommodation services: R32,416,200
- Game meat processing: R36,000,000
- Eco-tourism services: R3,560,000

**Total Maximum Annual Revenue Potential: R83,601,200**

This maximum revenue potential represents a **2,513% increase** from current baseline revenue levels, demonstrating the exceptional scalability of Capstone's business model with appropriate strategic investment and operational development.

## **9.6. Capacity Utilisation & Market Demand Analysis**

Achieving maximum revenue potential requires careful analysis of market demand patterns, capacity constraints, and operational optimisation strategies. Capstone's potential income projections are grounded in realistic market assessment and conservative utilisation assumptions that account for seasonal variations, market development requirements, and service quality maintenance.

*Market Demand Validation:*

International hunting market research confirms strong and growing demand for premium South African hunting experiences. Capstone's established client base and exceptional retention rates provide a solid foundation for capacity expansion. The enterprise's reputation, location advantages, and service quality standards position it favourably to capture increased market share within the Eastern Cape hunting corridor.

Accommodation demand extends beyond hunting clients, including eco-tourism guests, corporate groups, and specialised market segments seeking luxury safari experiences without hunting components. This market diversification reduces dependency on hunting revenue whilst enhancing overall utilisation rates and revenue stability.

### *Operational Capacity & Infrastructure Requirements:*

Achieving maximum revenue potential requires strategic infrastructure development, staff expansion, and operational system enhancement. Key requirements include:

- Accommodation facility expansion from 24 to 36 beds with luxury amenities
- Dedicated abattoir and meat processing facility construction
- Additional professional hunting vehicles and specialised equipment
- Staff expansion to support increased capacity across all service areas
- Enhanced marketing and booking systems to manage increased client volume

### *Phased Development & Revenue Growth Timeline:*

Realistic achievement of maximum revenue potential requires phased development over 3-5 years, allowing for infrastructure development, market expansion, staff training, and operational system refinement. This phased approach ensures service quality maintenance whilst building sustainable competitive advantages and market positioning.

## **9.7. Investment Impact & Strategic Growth**

### *Strategic Investment Allocation & Expected Outcomes*

Capstone's strategic investment programme requires R10 million in carefully allocated capital to unlock the enterprise's full potential whilst creating sustainable competitive advantages and generating exceptional returns for investors. This investment strategy addresses critical infrastructure requirements, capacity expansion needs, and market development opportunities that will transform Capstone into the Eastern Cape's premier wildlife enterprise.

### *Abattoir & Meat Processing Facility Development (R4.0 million - 40%)*

Establishing a dedicated abattoir and meat processing facility represents the most significant component of Capstone's strategic investment programme, creating substantial value-added revenue opportunities whilst enhancing operational integration and market positioning.

This comprehensive facility will include:

- **Game Meat Processing Plant (R2.5 million):** State-of-the-art processing equipment enabling the production of premium, packaged game meat products for retail and restaurant markets



- **Cold Storage & Distribution Facilities (R800,000):** Temperature-controlled storage and logistics capabilities supporting expanded market reach and product quality maintenance
- **Regulatory Compliance & Certification (R400,000):** All necessary permits, certifications, and compliance systems enabling domestic and international market access
- **Specialised Equipment & Machinery (R300,000):** Processing, packaging, and quality control equipment ensuring consistent product quality and production efficiency

*Expected Investment Outcomes:*

- The revenue increased from R320,000 to R3,200,000 annually (900% improvement)
- Employment creation: 15 permanent processing positions
- Market expansion: Access to premium retail and restaurant markets
- Return on investment: 80% annually after 18-month payback period

*Accommodation & Tourism Infrastructure Expansion (R2.5 million - 25%)*

Strategic expansion of accommodation and tourism infrastructure will increase capacity whilst enhancing service quality and creating new revenue opportunities within growing eco-tourism and corporate markets.

Investment components include:

- **Lodge Expansion (R1.2 million):** An additional 12 beds increase total capacity to 36 beds with luxury amenities and specialised accessibility features
- **Conference & Function Facilities (R800,000):** Dedicated spaces for corporate events, conferences, and specialised group programmes
- **Eco-Tourism Infrastructure (R300,000):** Game viewing vehicles, bird hides, walking trails, and educational facilities serving non-hunting markets
- **Wellness & Recreation Enhancement (R200,000):** Upgraded swimming pool, spa facilities, and recreational amenities enhancing guest experience quality

*Expected Investment Outcomes:*

- Accommodation revenue increase from R800,000 to R2,100,000 annually (163% improvement)
- Employment creation: 10 permanent hospitality positions

- Market diversification: Access to corporate and eco-tourism segments
- Return on investment: 60% annually after 24-month payback period

#### *Game Management & Species Development (R1.5 million - 15%)*

Investment in game management and species development will enhance hunting quality whilst supporting conservation objectives and creating long-term competitive advantages through superior game populations and habitat management.

Investment allocation includes:

- **Premium Species Acquisition (R600,000):** Additional game species expanding hunting diversity and appeal to specialised market segments
- **Breeding Programme Enhancement (R400,000):** Genetic improvement initiatives and population expansion supporting sustainable utilisation
- **Habitat Development (R300,000):** Water point installation, feeding systems, and boundary improvements enhancing game management capabilities
- **Anti-Poaching Infrastructure (R200,000):** Advanced security systems and monitoring technology protecting valuable game assets

#### *Expected Investment Outcomes:*

- Hunting revenue premium of R800,000 annually through enhanced species diversity
- Improved game population sustainability and quality
- Enhanced security and asset protection
- Return on investment: 53% annually after 24-month payback period

#### *Equipment & Vehicle Fleet Expansion (R1.0 million - 10%)*

Strategic equipment and vehicle acquisition will enhance operational efficiency, service quality, and safety standards whilst reducing outsourcing costs and improving client experience delivery.

Investment components encompass:

- **Professional Hunting Vehicles (R600,000):** Two additional specialised hunting vehicles equipped with safety equipment and client amenities

- **Maintenance Equipment (R200,000):** Workshop enhancement and specialised tools improving equipment reliability and reducing external service costs
- **Technology Systems (R150,000):** Digital marketing platforms, booking systems, and operational software enhancing efficiency and client service
- **Accommodation Equipment (R50,000):** Lodge furnishing and amenity upgrades maintaining luxury service standards

*Expected Investment Outcomes:*

- Operating cost reduction of R300,000 annually through reduced outsourcing
- Enhanced service quality and safety standards
- Improved operational efficiency and client satisfaction
- Return on investment: 30% annually through cost savings and revenue enhancement

*Working Capital & Operations Enhancement (R1.0 million - 10%)*

Strategic working capital investment will support enhanced marketing efforts, staff development, regulatory compliance, and operational flexibility, enabling effective business growth and development management.

Allocation includes:

- **Marketing & Promotional Investment (R400,000):** International exhibition participation, digital marketing platform development, and brand enhancement initiatives
- **Staff Training & Development (R300,000):** Professional certification programmes, skills enhancement, and career development supporting service quality improvement
- **Regulatory Compliance (R200,000):** Permits, licenses, certifications, and compliance systems ensuring operational continuity and market access
- **Contingency & Reserve Funds (R100,000):** Operational flexibility and emergency preparedness supporting business resilience

*Expected Investment Outcomes:*

- Enhanced market presence and client acquisition capabilities
- Improved staff capabilities and service delivery standards

- Regulatory compliance and operational security
- Strategic flexibility for opportunity capitalisation

### 9.8. Revenue Enhancement & Market Development Impact

Strategic investment implementation will generate immediate and substantial revenue enhancement across all business segments, creating sustainable competitive advantages and market positioning that support long-term growth and profitability.

#### *Immediate Revenue Impact (Year 1 Post-Investment):*

Investment implementation will generate immediate revenue enhancement through increased capacity, improved service quality, and expanded market access. Conservative projections indicate revenue growth from R3.2 million to R8.0 million (150% increase) within the first year following investment completion.

This revenue enhancement stems from the following:

- **Hunting Operations Enhancement:** Increased capacity and species diversity, enabling premium pricing and expanded client accommodation
- **Accommodation Revenue Growth:** Enhanced facilities and capacity supporting increased occupancy and premium pricing
- **New Revenue Streams:** Meat processing and eco-tourism services creating substantial additional income sources
- **Operational Efficiency:** Reduced outsourcing costs and improved resource utilisation, enhancing profit margins

### 9.9. Medium-Term Market Development (Years 2-3 Post-Investment):

Continued revenue growth to R11.3 million by Year 2 and R14.6 million by Year 3 reflects market development success, operational optimisation, and competitive positioning enhancement. This growth trajectory positions Capstone as the Eastern Cape's leading transformation-focused wildlife enterprise whilst generating exceptional returns for investors.

Market development initiatives include:

- **International Market Expansion:** Enhanced marketing efforts and service quality, attracting additional international clients

- **Corporate Market Development:** Conference and function facilities serving the growing corporate tourism market
- **Eco-Tourism Market Entry:** Non-hunting services appealing to broader tourism market segments
- **Premium Product Development:** Value-added services and products commanding higher margins and client loyalty

### **9.10. Long-Term Competitive Positioning (Years 4-5 Post-Investment):**

Strategic investment creates sustainable competitive advantages that support continued growth and market leadership whilst generating exceptional returns for all stakeholders. Long-term positioning benefits include:

- **Infrastructure Advantages:** World-class facilities differentiate Capstone from competitors and support premium pricing
- **Market Leadership:** Established position as the Eastern Cape's premier Black woman-owned wildlife enterprise
- **Operational Excellence:** Optimised systems and processes supporting consistent service delivery and profitability
- **Brand Recognition:** Enhanced reputation by attracting high-value clients and supporting continued market expansion

### **9.11. Employment Creation & Community Impact**

The strategic investment will generate substantial employment opportunities and community development benefits whilst supporting South Africa's transformation objectives and rural economic development priorities.

#### **Direct Employment Creation:**

Investment implementation will create 50 permanent employment opportunities by 2035, exceeding Capstone's initial objectives whilst providing meaningful career development and skills transfer opportunities for local community members.

Employment creation includes:

- **Processing Facility Employment (15 positions):** Skilled and semi-skilled positions in meat processing, quality control, packaging, and distribution

- **Accommodation Services Expansion (10 positions):** Hospitality, housekeeping, catering, and guest services positions supporting enhanced capacity
- **Operations & Maintenance (12 positions):** Game management, property maintenance, security, and logistics positions supporting expanded operations
- **Administration & Management (8 positions):** Business administration, marketing, finance, and management positions supporting organisational growth
- **Specialised Services (5 positions):** Professional hunting, guiding, and conservation positions requiring specialised skills and training

### **9.12. Skills Development & Training Programmes:**

Capstone's commitment to human resource development includes comprehensive training programmes that enhance individual capabilities whilst supporting service quality improvement and career advancement opportunities for all team members.

Training initiatives encompass:

- **Professional Certification:** Industry-recognised certifications in hunting, hospitality, and tourism services
- **Technical Skills Development:** Specialised training in meat processing, game management, and facility operations
- **Management Development:** Leadership and business management training supporting career advancement
- **Cultural Competency:** Training programmes enhancing cultural sensitivity and international client service capabilities

### **9.13. Community Development & Local Economic Impact:**

Strategic investment generates substantial multiplier effects throughout the local economy through increased procurement, service utilisation, and community engagement initiatives that support broader rural development objectives.

Community benefits include:

- **Local Procurement:** Increased purchasing of goods and services from local suppliers and service providers

- **Tourism Development:** Enhanced regional tourism profile, attracting additional visitors and supporting related businesses
- **Infrastructure Development:** Improved local infrastructure supporting community development and business growth
- **Educational Opportunities:** Training programmes and employment opportunities enhancing local skills and capabilities

## **9.14. Return on Investment Projections**

### *Comprehensive ROI Analysis for Strategic Investors*

Capstone's investment proposition offers exceptional return potential through multiple value-creation mechanisms that deliver both immediate income generation and long-term capital appreciation. The enterprise's strategic positioning within South Africa's rapidly expanding wildlife economy, combined with strong competitive advantages and experienced Management, creates compelling investment opportunities for strategic partners seeking exposure to transformation-focused, sustainable enterprises.

### *Short-Term Returns (Years 1-2 Post-Investment):*

Immediate return generation begins with operational profit enhancement through increased capacity, improved efficiency, and expanded revenue streams. Conservative projections indicate an annual ROI of 35-45% through operational profit sharing during the initial post-investment period.

#### **Operational Profit Sharing Projections:**

- **Year 1:** R1,170,000 EBITDA on R8,000,000 revenue (14.6% margin)
- **Year 2:** R2,065,000 EBITDA on R11,300,000 revenue (18.3% margin)
- **Cumulative Two-Year Operational Returns:** R3,235,000 representing 32.4% return on R10 million investment

**Capital Appreciation Components:** Strategic investment generates immediate capital appreciation through infrastructure development, operational enhancement, and market positioning improvement. Conservative property and business valuation increases of 25% during the first two years reflect infrastructure investment, market development, and competitive positioning enhancement.

#### **Asset Value Enhancement:**

- **Infrastructure Investment:** R10 million strategic investment creates an immediate asset value increase
- **Operational Improvements:** Enhanced revenue generation capability increases business valuation
- **Market Positioning:** Premium market position supports higher valuation multiples
- **Total Capital Appreciation:** R2.5-3.5 million during the initial two-year period

#### **Medium-Term Returns (Years 3-5 Post-Investment):**

Medium-term return generation accelerates when strategic investments, market development success, and operational optimisation are fully utilised. Annual ROI projections of 50-65% reflect matured operations, enhanced market positioning, and optimised resource utilisation.

#### **Enhanced Operational Performance:**

- **Year 3:** R2,850,000 EBITDA on R14,600,000 revenue (19.5% margin)
- **Year 4:** R3,400,000 projected EBITDA reflecting continued optimisation
- **Year 5:** R4,000,000 projected EBITDA establishing a market leadership position

**Compound Return Calculations:** Medium-term returns combine operational profit sharing with continued capital appreciation through business value enhancement and market leadership establishment.

#### **9.15. Five-Year Cumulative Returns:**

- **Operational Profit Sharing:** R13,465,000 over five years
- **Capital Appreciation:** R8,000,000-12,000,000 through business value enhancement
- **Total Five-Year Returns:** R21,465,000-25,465,000 representing 215-255% total return on investment

#### ***Long-Term Returns (5+ Years Post-Investment):***

Long-term return generation reflects Capstone's establishment as the Eastern Cape's premier wildlife enterprise, with sustainable competitive advantages, market leadership, and exceptional growth potential that support continued value creation for investors.



**Sustained Revenue Growth:** Long-term projections indicate continued revenue growth through market expansion, service diversification, and premium positioning maintenance. Revenue projections of R20+ million by Year 7 reflect market leadership consolidation and expanded service offerings.

**Brand Value & Market Leadership:** Capstone's transformation leadership, service excellence, and market positioning create substantial intangible asset value that supports premium business valuations and strategic partnership opportunities.

### **9.16. Investor Value Proposition Summary**

Capstone's investment proposition combines exceptional financial returns with meaningful transformation impact and conservation contribution, creating unique value for strategic investors seeking both financial performance and positive social impact.

#### *Investment Highlights:*

- **Exceptional Returns:** 35-65% annual ROI potential with 215-318% five-year total returns
- **Transformation Leadership:** 100% Black woman-owned enterprise supporting South Africa's transformation objectives
- **Market Leadership:** Eastern Cape's premier wildlife enterprise with sustainable competitive advantages
- **Diversified Revenue:** Multiple income streams reducing risk whilst enhancing growth potential
- **Experienced Management:** Proven leadership team with demonstrated operational success and strategic vision
- **Strategic Positioning:** Premium location and infrastructure supporting long-term value creation
- **Conservation Impact:** Sustainable wildlife management and conservation contribution to enhancing brand value
- **Employment Creation:** 50+ permanent positions supporting community development and skills transfer

#### *Investment Security Features:*

- **Asset-Backed Investment:** Substantial property, infrastructure, and game asset backing
- **Conservative Projections:** Risk-adjusted return estimates with multiple scenario validation

- **Proven Market Demand:** Established client relationships and growing international hunting market
- **Regulatory Compliance:** Comprehensive permitting and compliance systems ensuring operational continuity
- **Insurance Coverage:** Comprehensive risk management and insurance protection for all major assets

Capstone represents an exceptional investment opportunity that combines outstanding financial returns with meaningful transformation impact. It positions strategic investors to participate in South Africa's wildlife economy growth while supporting sustainable rural development and conservation objectives.

### **9.17. Risk Management & Sustainability**

#### *Comprehensive Risk Assessment & Mitigation Framework*

Capstone's long-term success depends on effectively identifying, assessing, and mitigating various risk factors that could impact operational performance, financial results, or strategic objectives. The enterprise has developed a comprehensive risk management framework that addresses operational, financial, market, environmental, and regulatory risks whilst maintaining business resilience and continuity.

#### *Operational Risk Management:*

**Security & Anti-Poaching Measures:** Poaching represents a significant threat to Capstone's valuable game assets, requiring constant vigilance and comprehensive security measures. The enterprise has implemented multi-layered security protocols, including 24/7 monitoring systems, community engagement programmes that create local partnerships in wildlife protection, professional security personnel, and law enforcement cooperation agreements.

Investment in advanced security technology, including motion sensors, camera systems, and communication networks, provides real-time monitoring capabilities while deterring potential threats. Community engagement initiatives create economic incentives for local residents to support wildlife protection while reporting suspicious activities, creating effective partnerships in asset protection.

**Animal Health & Disease Management:** Comprehensive veterinary partnerships, regular health monitoring protocols, and preventive vaccination programmes protect game populations from

disease outbreaks that could impact both operational capabilities and asset values. Emergency response protocols and insurance coverage provide additional protection against potential losses.

Quarantine facilities and disease monitoring systems enable rapid response to health concerns while maintaining game population integrity. Professional veterinary relationships ensure access to specialised expertise and emergency treatment capabilities when required.

**Climate & Environmental Risk Management:** Drought and climate variability pose ongoing challenges requiring proactive Management through water storage systems, drought management protocols, and species diversification strategies that enhance resilience. Multiple water sources, including boreholes and strategic water point development, ensure an adequate water supply during difficult periods.

Habitat management practices enhance environmental resilience whilst supporting game population sustainability. Species selection and population management consider climate adaptation capabilities whilst maintaining hunting quality and diversity.

**Infrastructure & Equipment Management:** Preventive maintenance programmes, backup systems, and strategic partnerships ensure operational continuity despite infrastructure challenges or equipment failures. Regular maintenance schedules and professional service relationships minimise disruption risks whilst extending asset life.

Emergency power systems, water backup capabilities, and communication redundancy ensure continued operations during infrastructure service interruptions. Strategic equipment inventory and service partnerships provide rapid response capabilities for emergency repairs or replacements.

### *Financial Risk Management & Hedging Strategies*

**Market Volatility & Economic Cycle Management:** Diversified revenue streams across hunting, accommodation, meat processing, and eco-tourism reduce dependency on any single market segment whilst providing operational resilience during economic fluctuations. Flexible pricing strategies and strong client relationships enable adaptation to changing market conditions.

Conservative financial Management, including cash reserve maintenance and debt minimisation, provides financial stability during challenging periods. Multiple revenue streams and seasonal planning enable effective cash flow management throughout varying demand cycles.

**Currency & International Market Risk:** International client dependency creates exposure to currency fluctuations and international economic conditions. Flexible pricing strategies, forward booking

arrangements, and diversified market development reduce these exposures whilst maintaining revenue stability.

Domestic market development and local revenue stream enhancement provide currency hedging whilst reducing international dependency. Multiple market segment development creates operational flexibility and risk diversification.

**Regulatory & Policy Risk Management:** Active industry participation, legal compliance systems, and government relationship maintenance ensure awareness of regulatory changes whilst maintaining operational compliance. Legal advisory partnerships provide ongoing compliance monitoring and regulatory change adaptation support.

Professional association memberships and industry networking provide early warning of potential regulatory changes and create advocacy opportunities for favourable policy development. Comprehensive permit and license management ensures continued operational authorisation.

#### **Environmental Sustainability & Conservation Commitment**

**Sustainable Wildlife Management Practices:** Capstone's conservation commitment extends beyond regulatory compliance to encompass sustainable wildlife management practices that ensure healthy game populations whilst supporting long-term hunting and viewing opportunities. Scientific population monitoring, sustainable harvest quotas, and habitat enhancement programmes support both conservation objectives and business sustainability.

Breeding programmes and genetic management initiatives enhance game population quality while maintaining genetic diversity and species sustainability. Professional game management expertise ensures scientifically based management decisions that balance conservation requirements with operational objectives.

**Habitat Conservation & Enhancement:** Comprehensive habitat management programmes encompass vegetation management, water resource development, and ecosystem enhancement initiatives that support diverse wildlife populations whilst improving hunting and viewing experiences.

Sustainable land use practices enhance ecological value whilst supporting business objectives. Habitat enhancement projects create employment opportunities whilst contributing to broader conservation goals that enhance Capstone's reputation and market positioning.

**Environmental Impact Minimisation:** Renewable energy integration, waste management systems, and resource conservation measures minimise environmental impact whilst reducing operational

costs. Solar power systems, water conservation measures, and waste recycling programmes demonstrate environmental responsibility whilst generating cost savings.

Environmental management systems ensure ongoing monitoring and improvement of environmental performance whilst maintaining compliance with environmental regulations and industry best practices.

### **9.18. Community Relations & Social Sustainability**

**Local Employment & Skills Development:** Capstone's commitment to local employment creation and skills development ensures positive community relationships whilst building sustainable human resource capabilities. Comprehensive training programmes enhance individual capabilities whilst supporting career advancement and economic empowerment.

Local procurement preferences and supplier development initiatives create economic multiplier effects that benefit entire communities whilst building sustainable business relationships. Skills transfer programmes ensure knowledge sharing that enhances both individual capabilities and community development.

**Cultural Preservation & Promotion:** Cultural heritage preservation and promotion activities maintain authentic South African experiences whilst supporting cultural continuity and pride. Traditional knowledge integration and cultural activity incorporation enhance client experiences whilst supporting cultural preservation objectives.

Community cultural programmes and educational activities ensure the transfer of cultural knowledge while creating economic opportunities for cultural practitioners and community members.

**Stakeholder Engagement & Communication:** Regular stakeholder communication and engagement activities ensure ongoing relationship maintenance whilst addressing community concerns and opportunities. Transparent communication regarding business activities, employment opportunities, and community benefits builds trust and support.

Community development initiatives and partnership programmes create shared value whilst addressing community priorities and development needs. Educational programmes and awareness activities enhance understanding of wildlife conservation and tourism benefits.

### **9.19. Business Continuity & Crisis Management**

**Emergency Response & Crisis Management:** Comprehensive emergency response protocols address potential medical emergencies, security incidents, natural disasters, and operational disruptions.

Professional emergency response capabilities ensure rapid incident response, including medical evacuation arrangements and emergency communication systems.

Crisis communication protocols and stakeholder notification systems ensure effective communication during emergencies whilst maintaining reputation and client confidence. Insurance coverage and risk management partnerships provide financial protection and professional support during crises.

**Business Continuity Planning:** Detailed business continuity plans ensure operational resilience during various disruption scenarios. Alternative operational procedures, backup systems, and contingency arrangements enable continued service delivery despite infrastructure or staffing challenges.

Strategic partnerships and mutual support agreements with other operators provide backup capabilities whilst creating collaborative opportunities for resource sharing and market development.

#### **Long-Term Sustainability & Adaptation:**

Capstone's long-term sustainability strategy encompasses continuous improvement, market adaptation, and strategic evolution, ensuring continued relevance and competitiveness within evolving market conditions. Regular strategic planning reviews and market analysis ensure ongoing alignment with market opportunities and client preferences.

Innovation programmes and service development initiatives ensure continued differentiation whilst meeting evolving client expectations and market demands. Technology integration and operational optimisation ensure efficiency improvement whilst maintaining service quality standards.

Succession planning and management development programmes ensure leadership continuity while building organisational capabilities that support long-term sustainability and growth. Professional development and career planning ensure the retention of key personnel while building internal capabilities for continued success.

## **10. Financial Statements (Projected)**

### **Projected Profit & Loss Statement (ZAR)**

Financial Category	2025 (Baseline)	2026 (Year 1)	2027 (Year 2)	2028 (Year 3)
<b>REVENUE</b>				
Trophy Hunting	2,080,000	3,800,000	4,900,000	6,100,000

Financial Category	2025 (Baseline)	2026 (Year 1)	2027 (Year 2)	2028 (Year 3)
Accommodation	800,000	2,100,000	2,800,000	3,400,000
Game Meat Sales	320,000	1,600,000	2,400,000	3,200,000
Eco-Tourism	0	500,000	1,200,000	1,900,000
<b>Total Revenue</b>	<b>3,200,000</b>	<b>8,000,000</b>	<b>11,300,000</b>	<b>14,600,000</b>
<b>COST OF GOODS SOLD</b>				
Direct Hunting Costs	1,040,000	1,900,000	2,450,000	3,050,000
Accommodation Costs	240,000	630,000	840,000	1,020,000
Processing Costs	224,000	800,000	1,200,000	1,600,000
<b>Total COGS</b>	<b>1,504,000</b>	<b>3,330,000</b>	<b>4,490,000</b>	<b>5,670,000</b>
<b>GROSS PROFIT</b>	<b>1,696,000</b>	<b>4,670,000</b>	<b>6,810,000</b>	<b>8,930,000</b>
<b>Gross Margin</b>	<b>53.0%</b>	<b>58.4%</b>	<b>60.3%</b>	<b>61.2%</b>
<b>OPERATING EXPENSES</b>				
Salaries and Wages	1,224,000	2,400,000	3,200,000	4,100,000
Marketing and Advertising	96,000	400,000	565,000	730,000
Maintenance and Repairs	96,000	200,000	280,000	350,000
Insurance	60,000	120,000	170,000	220,000
Utilities and Communications	84,000	160,000	220,000	280,000
Professional Services	48,000	100,000	140,000	180,000
Other Operating Expenses	60,000	120,000	170,000	220,000
<b>Total Operating Expenses</b>	<b>1,668,000</b>	<b>3,500,000</b>	<b>4,745,000</b>	<b>6,080,000</b>
<b>EBITDA</b>	<b>28,000</b>	<b>1,170,000</b>	<b>2,065,000</b>	<b>2,850,000</b>
Depreciation	120,000	300,000	420,000	520,000

Financial Category	2025 (Baseline)	2026 (Year 1)	2027 (Year 2)	2028 (Year 3)
<b>EBIT</b>	<b>(92,000)</b>	<b>870,000</b>	<b>1,645,000</b>	<b>2,330,000</b>
Interest Expense	0	200,000	150,000	100,000
<b>Profit Before Tax</b>	<b>(92,000)</b>	<b>670,000</b>	<b>1,495,000</b>	<b>2,230,000</b>
Taxation (28%)	0	187,600	418,600	624,400
<b>Net Profit After Tax</b>	<b>(92,000)</b>	<b>482,400</b>	<b>1,076,400</b>	<b>1,605,600</b>

## 11. Projected Cash Flow Statement (ZAR)

Cash Flow Category	2025	2026	2027	2028
<b>OPERATING ACTIVITIES</b>				
Net Profit After Tax	(92,000)	482,400	1,076,400	1,605,600
Depreciation	120,000	300,000	420,000	520,000
Working Capital Changes	(150,000)	(400,000)	(565,000)	(730,000)
<b>Net Operating Cash Flow</b>	<b>(122,000)</b>	<b>382,400</b>	<b>931,400</b>	<b>1,395,600</b>
<b>INVESTING ACTIVITIES</b>				
Capital Expenditure	(200,000)	(8,000,000)	(1,500,000)	(1,000,000)
Asset Acquisitions	0	(2,000,000)	(500,000)	(300,000)
<b>Net Investing Cash Flow</b>	<b>(200,000)</b>	<b>(10,000,000)</b>	<b>(2,000,000)</b>	<b>(1,300,000)</b>
<b>FINANCING ACTIVITIES</b>				
Investment Received	0	10,000,000	0	0
Loan Repayment	0	0	(200,000)	(300,000)



Cash Flow Category	2025	2026	2027	2028
Dividend Payments	0	0	(241,200)	(537,400)
<b>Net Financing Cash Flow</b>	<b>0</b>	<b>10,000,000</b>	<b>(441,200)</b>	<b>(837,400)</b>
<b>NET CASH FLOW</b>	<b>(322,000)</b>	<b>382,400</b>	<b>(1,509,800)</b>	<b>(741,800)</b>
Opening Cash Balance	291,078	(30,922)	351,478	(1,158,322)
<b>Closing Cash Balance</b>	<b>(30,922)</b>	<b>351,478</b>	<b>(1,158,322)</b>	<b>(1,900,122)</b>

## 12. Projected Balance Sheet (ZAR)

Balance Sheet Items	2025	2026	2027	2028
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and Bank	(30,922)	351,478	(1,158,322)	(1,900,122)
Accounts Receivable	400,000	1,000,000	1,413,000	1,825,000
Inventory	8,278,129	9,000,000	10,500,000	12,200,000
<b>Total Current Assets</b>	<b>8,647,207</b>	<b>10,351,478</b>	<b>10,754,678</b>	<b>12,124,878</b>
<b>Fixed Assets</b>				
Property, Plant & Equipment	5,000,000	12,700,000	13,780,000	14,260,000
Less: Accumulated Depreciation	(500,000)	(800,000)	(1,220,000)	(1,740,000)
<b>Net Fixed Assets</b>	<b>4,500,000</b>	<b>11,900,000</b>	<b>12,560,000</b>	<b>12,520,000</b>
<b>TOTAL ASSETS</b>	<b>13,147,207</b>	<b>22,251,478</b>	<b>23,314,678</b>	<b>24,644,878</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				

Balance Sheet Items	2025	2026	2027	2028
Accounts Payable	200,000	500,000	700,000	900,000
Accrued Expenses	100,000	250,000	350,000	450,000
<b>Total Current Liabilities</b>	<b>300,000</b>	<b>750,000</b>	<b>1,050,000</b>	<b>1,350,000</b>
<b>Long-term Liabilities</b>				
Investment Loan	0	2,000,000	1,800,000	1,500,000
<b>Total Liabilities</b>	<b>300,000</b>	<b>2,750,000</b>	<b>2,850,000</b>	<b>2,850,000</b>
<b>EQUITY</b>				
Share Capital	1,000,000	11,000,000	11,000,000	11,000,000
Retained Earnings	11,847,207	8,501,478	9,464,678	10,794,878
<b>Total Equity</b>	<b>12,847,207</b>	<b>19,501,478</b>	<b>20,464,678</b>	<b>21,794,878</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>13,147,207</b>	<b>22,251,478</b>	<b>23,314,678</b>	<b>24,644,878</b>