

FF&E and OS&E
Cost Benchmarking Guide
Africa
2016



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Foreword by Trevor Ward



As analysts of the African hotel industry, particularly the development of new hotels, we welcome the publication of empirically-based data, and this new report from Hotel Spec, our colleagues in Hotel Partners Africa, is particularly relevant.

In the 2016 edition of our Hotel Chain Development Pipelines in Africa, we report an extraordinary 30 per cent increase in the number of rooms in signed deals for new hotels, a clear sign of investors’ confidence in the future of the industry. In sub-Saharan Africa, the increase is over 40 per cent, with one deal signed by Accor Hotels in Angola for management of 50 hotels with 6,200 rooms – the biggest single deal since Marriott’s 2014 purchase of Protea.

Many of the hotels planned are owned by high net worth individuals, newcomers to the industry, who need hard information from experts on an industry which can be extremely complicated, especially to the uninitiated (although the information contained in this report is required even by veterans of hotel development). The cost of building a hotel can come as a surprise to investors who are often more familiar with less complicated residential, retail and office projects. The differences between “simpler” buildings and a hotel is often in the specialist equipment that is required, and Hotel Spec have analysed these costs for 12 African cities, based on real-life examples.

Thanks to Hotel Spec, this new publication adds greatly to the corpus of knowledge on the African hotel industry, to the benefit of all.

Introduction

In its debut appearance, the FF&E & OS&E Cost Benchmarking Guide Africa we have analysed data from across the sub-Saharan Africa region. Hard factual data has historically been scarce in Africa as there are few reliable statistical bodies on the continent who collate and report on actual hotel cost data. However, the need for benchmarking studies in sub-Saharan Africa keeps growing as investors and developers keep exploring hotel opportunities across the region, to meet the growing need for quality accommodation.

In this first edition, we have concentrated on the typical cost for the two most common types of properties currently being developed, an Upper Upscale segment property and a Midscale property. Our study is based on actual data from projects, where Hotel Spec were involved in procuring the FF&E and OS&E within the various countries and regions. We then assumed average brand standards across each project, in each respective segment, to arrive at a standardised cost per key, FOB.

The intent of the report is to assume an average cost per key for FF&E and OS&E and then to apply country specific costs related to logistics, clearing and delivering all materials to the project site.

FF&E in simple terms is Furniture, Fittings and Equipment and includes all case-goods, seating and upholstery, flooring to guest and public areas (excluding hard surfaces), drapery and soft furnishings, decorative lighting, artwork, objets & accessories, and guestroom electronic equipment. Back of house equipment such as Laundry and kitchen are also included as FF&E.

OS&E is Operating Supplies and Equipment. This is normally operator specified equipment and includes linen, crockery, cutlery, glassware, bar and kitchen smalls.

It should be noted that a procurement expert is an invaluable resource when it comes to fitting out a hotel, and we have seen fit out costs varying over 200% based on the experience of the procurement team, just on the jobs we have been involved with. The analysis contained within our report makes the assumption that an expert procurement team has been retained for the project.

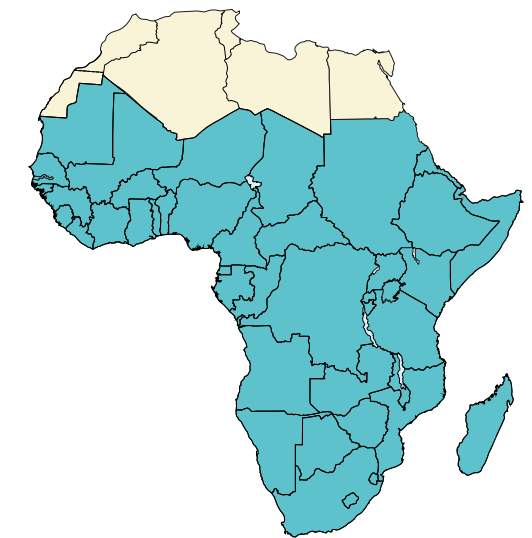


Mark H Martinovic
CEO
Hotel Spec Africa Limited

“The need for benchmarking studies in sub-Saharan Africa keeps growing as investors and developers keep exploring hotel opportunities across the region”

Region

Sub-Saharan Africa shown in blue. Only five African countries are not geopolitically a part of sub-Saharan Africa: Algeria, Egypt, Libya, Morocco and Tunisia.



Supply of branded hotels across sub-Saharan Africa has tended to be concentrated in the Midscale, and Upper-Upscale segments, although Accor have been successful with the limited service Ibis brand throughout west Africa, with 12 operational hotels and a further 28 in the pipeline. We believe there is a definite opportunity for growth in the limited service segment, but for this first report we have concentrated on the two most important segments currently being developed.

There are two key reasons why the vast majority of development is concentrated in these two segments. International Operators prefer to enter a country through the political or commercial capital with their headline brand and then follow up, once established with the Midscale brands. The second reason is that the majority of hotels in sub-Saharan Africa are owned by High Net Worth Individuals and “pride of ownership”, a key motivating factor amongst hotel owners around the world, has therefore led the tendency towards “bigger and better”.

The Luxury brand operators are now looking at the established markets where room rates in the Upper Upscale segment are achieving some of the highest ADRs globally. Similarly, some investors and brands are exploring opportunities for the Economy and Budget segments to be able to appeal to the local market.



Logistics

In calculating the cost of logistics, we have taken current (January 2016) shipping rates from various locations globally, to the nearest Port of Destination for each sample city. Standard shipping insurance has been applied to all shipments.

Duties & Taxes

Duties and taxes vary substantially throughout Africa. Currently there is only one working Customs Union in Africa, the Southern Africa Customs Union (SACU), which incidentally is the oldest existing customs union in the world. This agreement's aim is to promote the free trade of goods between the 5 member countries and to simplify the import duties and tariffs for imported goods from other countries.

The East African Community Customs Union was implemented between its 5 member states in January 2005. While there has been some harmonization of customs procedures and average applied tariffs have been reduced in all member states, they have a long way to go before becoming a fully-fledged customs union. The Common Market for Eastern and Southern Africa (COMESA) was formed in December 1994 and currently has 20 member states. This is essentially a free-trade agreement between member states and not a customs union.

Further to this, each country naturally has their own trade agreements with other countries, such as the Economic Partnership Agreements (EPAs) between SACU and the EU whereby beneficial tariffs are applied to goods and materials imported from EU member states.

It should be clearly stated though that there are 49 countries in sub-Saharan Africa and to assume the same treatment, procedures and tariffs across the continent would be a grave mistake. It is vitally important while compiling budgets that the Country of Origin of the goods to be imported from is stated and local advice obtained to establish the current tariffs applied to the various goods and materials.



'While there has been some harmonization of customs procedures and average applied tariffs have been reduced in all member states, they have a long way to go before becoming a fully-fledged customs union.'



Duties & Taxes

Further complications are prohibited materials whereby in some countries, for example, furniture importation is prohibited and considered contraband.

Some African countries will accept International Standards and Specification certificates (such as IEC, CE, EN, BS, etc.), however more and more countries are adopting their own standards and certification of products will need to be done prior to importation or you may stand the risk of the entire cargo being detained and possibly confiscated. In calculating our local charges, we have allowed for product certification in those countries where it is a requirement.

FF&E

In our sample set of data, we have taken an average cost for the fit-out of an Upper Upscale 250 key property and a 120 key Midscale property. Costs have been averaged out across a sample of 5 brand standards in each segment. For example; brand A may require a sleeper couch and coffee table whilst brand B may require just an occasional chair and coffee table. Room mixes also vary and have an impact on the cost of a standard room and design, choice of materials and specific equipment and amenities.

In properties that have extensive conferencing or convention and exhibition space, additional allowances should be made.

FF&E allows for:

- All casegoods, seating and upholstery
- Flooring to guest and public areas (excluding hard surfaces)
- Drapery and softs
- Decorative lighting
- Artwork, Objets & Accessories
- Guestroom electronic equipment

Fit-Out

For the purpose of this Cost Benchmarking Guide, we have assumed the provision of all bathroom sanitaryware, wardrobes, doors and skirtings. Electrical sockets and switches have been excluded.

It should be highlighted that fit-out items are normally included in the main contractor’s Bill and not the FF&E & OS&E procurement scope. We have included fit-out items in this cost benchmark as due to availability of materials and matching timber types and colours to match the interior design intent, we have found more and more in sub-Saharan countries that these items are added to the procurement scope and supplied to the contractor on site for installation.

Likewise, with bathroom fittings and sanitary-ware, with the lack of availability and choice, these items are more often imported and added to the procurement scope.

OS&E

Standard OS&E costs have allowed for a 5 par linen set and standard percentage of attic/spare parts for all other OS&E.

Specialist Equipment

- Specialist equipment has allowed for:
- Hotel Door Locks
 - AV Equipment
 - Uniforms
 - Gym Equipment
 - Hotel Signage
 - Kitchen Equipment
 - Laundry Equipment



The Results

We have reviewed the two key segments as discussed earlier. Each segment has been reviewed on a regional basis and then we have provided more detailed analysis across 12 key cities on the continent.

Midscale Facilities

- The facilities allowed for under the Midscale property is as follows:
- 150 No. Standard rooms (approximately 28sqm internal, including bathroom)
 - Reception & Lobby lounge
 - Bar
 - All Day Dining restaurant
 - Gym
 - Conference facilities (160 pax)
 - Standard Back of House equipment and furnishing including full in-house laundry



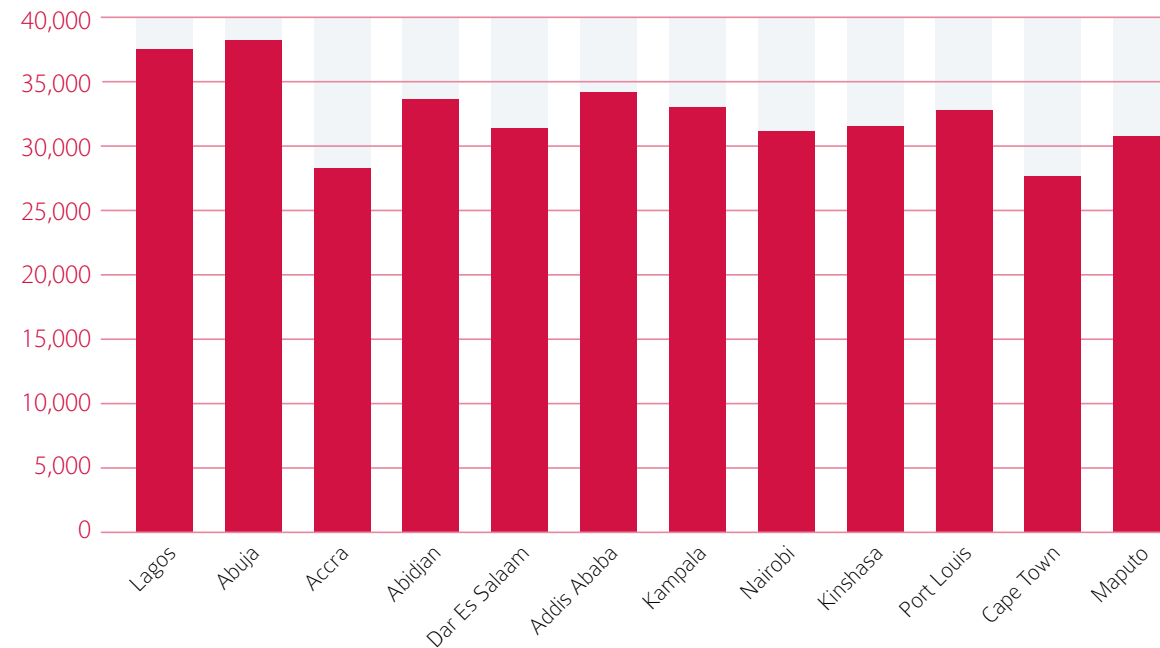
| Analysis by Region | | | | | |
|---|-----|----------------------|-------------|-------------|-------------|
| Market Segment | | Average Cost per Key | | | |
| MIDSCALE | | | | | |
| Number of Guest Rooms | 150 | West | East | Southern | All Africa |
| Total DDP FF&E, Fit-out, OS&E & Special Equipment/Key | | \$34,469.38 | \$32,432.49 | \$30,664.21 | \$32,522.03 |



It is clear that FF&E, OS&E and Fit-Out costs in West Africa are higher than in other regions, with Southern Africa providing the cheapest costs in sub-Saharan Africa. It is interesting to note that west Africa is 6% more expensive than the continental average, whilst Southern Africa is 6% cheaper than the average. East Africa is very close to the median cost across the wider region.

The chart on the next page shows that there are significant differences within the regions, with Accra in Ghana, for example, although located in the most expensive region, producing one of the lowest costs (second only to Cape Town) for the fit out costs.

Total DDP FF&E, Fit-out, OS&E & Special Equipment/Key
Midscale Hotel 150 Keys



| Market Segment | MIDSCALE | Nigeria | | Ghana | Ivory Coast |
|--|----------|--------------------|--------------------|--------------------|--------------------|
| Number of Guestrooms | 150 | Lagos | Abuja | Accra | Abidjan |
| Guestrooms FF&E / Key | | \$6,301.24 | \$6,301.24 | \$6,301.24 | \$6,301.24 |
| Guestroom Fit-Out / Key | | \$7,470.67 | \$7,470.67 | \$7,470.67 | \$7,470.67 |
| Public Areas FF&E / Key | | \$3,541.66 | \$3,541.66 | \$3,541.66 | \$3,541.66 |
| Total FF&E & Fit-Out / Key | | \$17,313.57 | \$17,313.57 | \$17,313.57 | \$17,313.57 |
| Guestrooms OS&E / Key | | \$1,924.32 | \$1,924.32 | \$1,924.32 | \$1,924.32 |
| Public Area OS&E / Key | | \$844.83 | \$844.83 | \$844.83 | \$844.83 |
| Total OS&E / Key | | \$2,769.14 | \$2,769.14 | \$2,769.14 | \$2,769.14 |
| Special Equipment / Key | | \$3,967.81 | \$3,967.81 | \$3,967.81 | \$3,967.81 |
| Freight & Ins. / Key | | \$1,785.36 | \$1,972.03 | \$1,785.36 | \$1,785.36 |
| Local Charges / Key | | \$12,025.26 | \$12,025.26 | \$2,573.90 | \$7,722.95 |
| Total DDP FF&E, Fit-out, OS&E & Special Equipment / Key | | \$37,861.13 | \$38,047.80 | \$28,409.78 | \$33,558.82 |

| Market Segment | MIDSCALE | Tanzania | Ethiopia | Uganda | Kenya |
|--|----------|--------------------|--------------------|--------------------|--------------------|
| Number of Guestrooms | 150 | Dar Es Salaam | Addis Ababa | Kampala | Nairobi |
| Guestrooms FF&E / Key | | \$6,301.24 | \$6,301.24 | \$6,301.24 | \$6,301.24 |
| Guestroomsa Fit-Out / Key | | \$7,470.67 | \$7,470.67 | \$7,470.67 | \$7,470.67 |
| Public Areas FF&E / Key | | \$3,541.66 | \$3,541.66 | \$3,541.66 | \$3,541.66 |
| Total FF&E & Fit-Out / Key | | \$17,313.57 | \$17,313.57 | \$17,313.57 | \$17,313.57 |
| Guestrooms OS&E / Key | | \$1,924.32 | \$1,924.32 | \$1,924.32 | \$1,924.32 |
| Public Area OS&E / Key | | \$844.83 | \$844.83 | \$844.83 | \$844.83 |
| Total OS&E / Key | | \$2,769.14 | \$2,769.14 | \$2,769.14 | \$2,769.14 |
| Special Equipment / Key | | \$3,967.81 | \$3,967.81 | \$3,967.81 | \$3,967.81 |
| Freight & Ins. / Key | | \$1,412.03 | \$1,645.36 | \$1,832.03 | \$1,412.03 |
| Local Charges / Key | | \$6,012.63 | \$7,986.03 | \$7,215.15 | \$6,012.63 |
| Total DDP FF&E, Fit-out, OS&E & Special Equipment / Key | | \$31,475.17 | \$33,681.91 | \$33,097.70 | \$31,475.17 |

| Market Segment | MIDSCALE | DRC | Mauritius | South Africa | Mozambique |
|--|----------|--------------------|--------------------|--------------------|--------------------|
| Number of Guestrooms | 150 | Kinshasa | Port Louis | Cape Town | Maputo |
| Guestrooms FF&E / Key | | \$6,301.24 | \$6,301.24 | \$6,966.06 | \$6,301.24 |
| Guestrooms Fit-Out / Key | | \$7,470.67 | \$7,470.67 | \$8,245.67 | \$7,470.67 |
| Public Areas FF&E / Key | | \$3,541.66 | \$3,541.66 | \$3,541.66 | \$3,541.66 |
| Total FF&E & Fit-Out / Key | | \$17,313.57 | \$17,313.57 | \$18,753.39 | \$17,313.57 |
| Guestrooms OS&E / Key | | \$1,924.32 | \$1,924.32 | \$1,924.32 | \$1,924.32 |
| Public Area OS&E / Key | | \$844.83 | \$844.83 | \$844.83 | \$844.83 |
| Total OS&E / Key | | \$2,769.14 | \$2,769.14 | \$2,769.14 | \$2,769.14 |
| Special Equipment / Key | | \$3,967.81 | \$3,967.81 | \$3,967.81 | \$3,967.81 |
| Freight & Ins. / Key | | \$2,065.36 | \$1,505.36 | \$932.75 | \$1,505.36 |
| Local Charges / Key | | \$5,332.42 | \$7,215.15 | \$1,347.39 | \$5,111.17 |
| Total DDP FF&E, Fit-out, OS&E & Special Equipment / Key | | \$31,448.30 | \$32,771.03 | \$27,770.47 | \$30,667.05 |



Upper Upscale Facilities

The facilities allowed for under the Upper Upscale property is as follows:

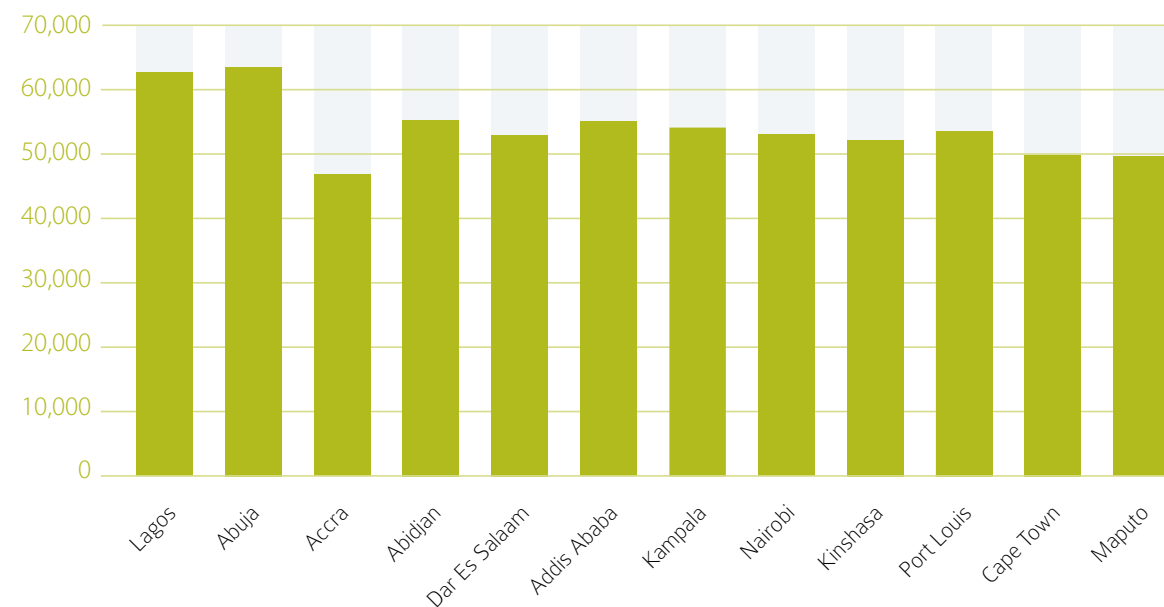
- 250 No. Standard rooms (approximately 40sqm internal, including bathroom)
- Reception & Lobby lounge
- 2 No. Bars
- All Day Dining restaurant
- A'la Carte restaurant
- Gym, Spa
- Conference facilities (450 pax)
- Standard Back of House equipment and furnishing including full in-house laundry

| Analysis by Region | | | | | | | | | | | |
|--|--|---------------|--|-------------|--|----------------------|--|-------------|--|-------------|--|
| Market Segment | | UPPER UPSCALE | | | | Average Cost per Key | | | | | |
| Number of Guest Rooms | | 250 | | West | | East | | Southern | | All Africa | |
| Total DDP FF&E, Fit-out, OS&E & Special Equipment / Key: | | | | \$56,630.12 | | \$53,402.46 | | \$50,902.79 | | \$53,645.12 | |

Once again although West Africa is the most expensive region, it is only 6% above the sub-Saharan African average. This is very important to note, as the average construction cost in west Africa is often reported to be somewhere above a 30% premium on average building costs on the continent, and this is partly down to enhanced logistics issues with general construction materials, and in many cases, down to not having an expert procurement team in place, resulting in regional differences being magnified.



Total DDP FF&E, Fit-out, OS&E & Special Equipment/Key
Upper Upscale Hotel 250 Keys



| Market Segment | Upper Upscale | Nigeria | | Ghana | Ivory Coast |
|---|---------------|--------------------|--------------------|--------------------|--------------------|
| Number of Guestrooms | 250 | Lagos | Abuja | Accra | Abidjan |
| Guestrooms FF&E / Key | | \$22,633.70 | \$22,633.70 | \$22,633.70 | \$22,633.70 |
| Guestroom Fit-Out / Key | | \$7,571.40 | \$7,571.40 | \$7,571.40 | \$7,571.40 |
| Public Areas FF&E / Key | | \$3,871.61 | \$3,871.61 | \$3,871.61 | \$3,871.61 |
| Total FF&E & Fit-Out / Key | | \$34,076.71 | \$34,076.71 | \$34,076.71 | \$34,076.71 |
| Guestrooms OS&E / Key | | \$1,982.20 | \$1,982.20 | \$1,982.20 | \$1,982.20 |
| Public Area OS&E / Key | | \$1,277.51 | \$1,277.51 | \$1,277.51 | \$1,277.51 |
| Total OS&E / Key | | \$3,259.72 | \$3,259.72 | \$3,259.72 | \$3,259.72 |
| Special Equipment / Key | | \$3,023.44 | \$3,023.44 | \$3,023.44 | \$3,023.44 |
| Freight & Ins. / Key | | \$1,844.18 | \$2,036.18 | \$1,844.18 | \$1,844.18 |
| Local Charges / Key | | \$20,179.93 | \$20,179.93 | \$4,209.63 | \$12,942.82 |
| Total DDP FF&E, Fit-out, OS&E & Special Equipment / Key: | | \$62,383.98 | \$62,575.98 | \$46,413.67 | \$55,146.87 |

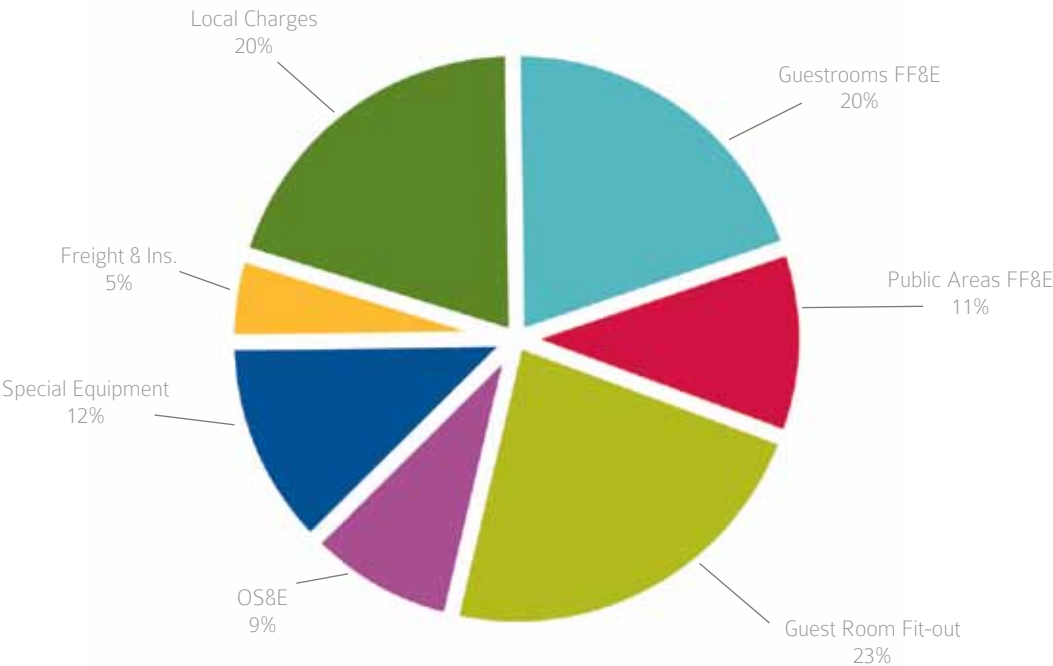
| Market Segment | Upper Upscale | Tanzania | Ethiopia | Uganda | Kenya |
|---|---------------|--------------------|--------------------|--------------------|--------------------|
| Number of Guestrooms | 250 | Dar Es Salaam | Addis Ababa | Kampala | Nairobi |
| Guestrooms FF&E / Key | | \$22,633.70 | \$22,633.70 | \$22,633.70 | \$22,633.70 |
| Guestroom Fit-Out / Key | | \$7,571.40 | \$7,571.40 | \$7,571.40 | \$7,571.40 |
| Public Areas FF&E / Key | | \$3,871.61 | \$3,871.61 | \$3,871.61 | \$3,871.61 |
| Total FF&E & Fit-Out / Key | | \$34,076.71 | \$34,076.71 | \$34,076.71 | \$34,076.71 |
| Guestrooms OS&E / Key | | \$1,982.20 | \$1,982.20 | \$1,982.20 | \$1,982.20 |
| Public Area OS&E / Key | | \$1,277.51 | \$1,277.51 | \$1,277.51 | \$1,277.51 |
| Total OS&E / Key | | \$3,259.72 | \$3,259.72 | \$3,259.72 | \$3,259.72 |
| Special Equipment / Key | | \$3,023.44 | \$3,023.44 | \$3,023.44 | \$3,023.44 |
| Freight & Ins. / Key | | \$1,460.18 | \$1,700.18 | \$1,892.18 | \$1,460.18 |
| Local Charges / Key | | \$10,089.97 | \$13,369.76 | \$12,107.96 | \$10,089.97 |
| Total DDP FF&E, Fit-out, OS&E & Special Equipment / Key: | | \$51,910.01 | \$55,429.81 | \$54,360.01 | \$51,910.01 |

| Market Segment | UPPER UPSCALE | DRC | Mauritius | South Africa | Mozambique |
|---|---------------|--------------------|--------------------|--------------------|--------------------|
| Number of Guestrooms | 250 | Kinshasa | Port Louis | Cape Town | Maputo |
| Guestrooms FF&E / Key | | \$22,633.70 | \$22,633.70 | \$22,633.70 | \$22,633.70 |
| Guestroom Fit-Out / Key | | \$7,571.40 | \$7,571.40 | \$7,571.40 | \$7,571.40 |
| Public Areas FF&E / Key | | \$3,871.61 | \$3,871.61 | \$3,871.61 | \$3,871.61 |
| Total FF&E & Fit-Out / Key | | \$34,076.71 | \$34,076.71 | \$34,076.71 | \$34,076.71 |
| Guestrooms OS&E / Key | | \$1,982.20 | \$1,982.20 | \$1,982.20 | \$1,982.20 |
| Public Area OS&E / Key | | \$1,277.51 | \$1,277.51 | \$1,277.51 | \$1,277.51 |
| Total OS&E / Key | | \$3,259.72 | \$3,259.72 | \$3,259.72 | \$3,259.72 |
| Special Equipment / Key | | \$3,023.44 | \$3,023.44 | \$3,023.44 | \$3,023.44 |
| Freight & Ins. / Key | | \$2,132.18 | \$1,556.18 | \$1,460.18 | \$1,556.18 |
| Local Charges / Key | | \$8,921.81 | \$10,089.97 | \$8,071.97 | \$8,383.21 |
| Total DDP FF&E, Fit-out, OS&E & Special Equipment / Key: | | \$51,413.86 | \$52,006.01 | \$49,892.02 | \$50,299.25 |

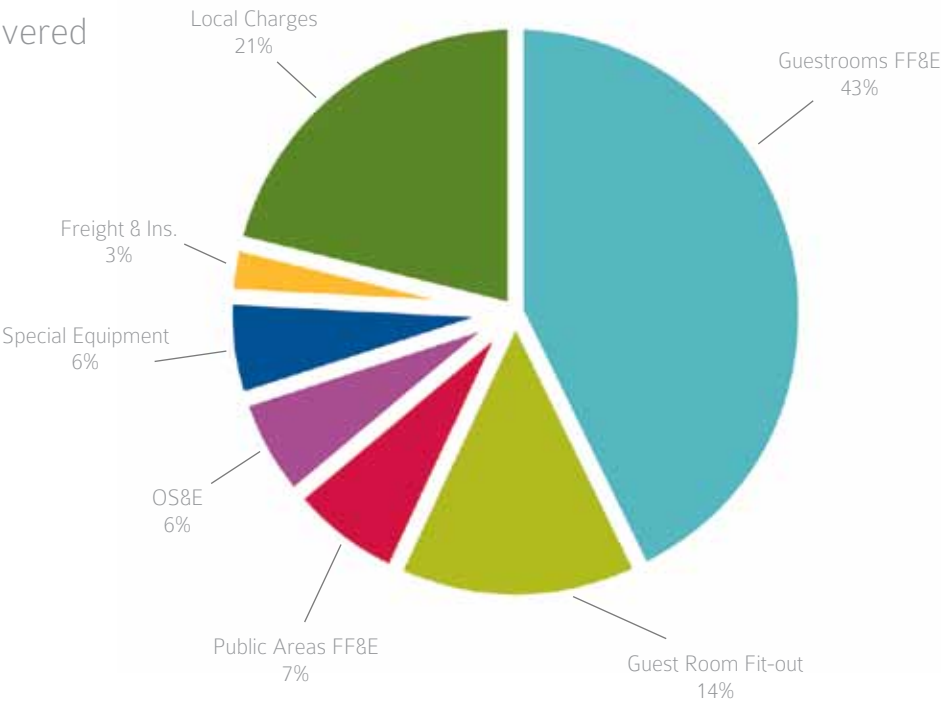
Cost Ratios

Cost Breakdown Africa Average

Midscale Delivered
Duty Paid



Upper Upscale Delivered
Duty Paid



The above cost ratios are an average over the sample set of countries analysed, therefore should not be relied upon for accurate ratios for a specific country. Furthermore, the room count applied to each segment has an effect on the ratios.

Glossary

| | |
|--------|--|
| ADR | Average Daily Rate - total rooms revenue for a month, divided by the number of rooms sold that month |
| AU | African Union |
| AV | Audio Visual, pertains mainly to conference equipment and background music and any other digital display units |
| BOH | Back of House – all staff areas, where guests do not venture or see |
| CCTV | Closed Circuit Television, includes security cameras, monitors and recording equipment |
| COMESA | The Common Market for Eastern and Southern Africa |
| DDP | Delivered, Duty Paid. Goods are delivered to a point (the project site or warehouse in country). Freight, clearing and all other costs are covered by the Seller up to the point of delivery. |
| ECOWAS | Economic Community of West African States |
| ELV | Extra Low Voltage, sometimes referred to as Electronic Services. This relates to items such as Telephones, Television, Internet and data services, AV, etc |
| FF&E | Furniture Fixtures and Equipment |
| FOB | Free on Board. Goods are delivered to the vessel at the Port of Loading at the supplier's cost, Ownership is transferred and all costs thereafter are for the Buyer's account. |
| FOH | Front of House - also referred to as Public Areas. All areas where guests may enter but this term excludes Guestrooms |
| ID | Interior Design |
| KEY | Refers to a lettable guestroom regardless of number of bays. |
| MATV | Master Antennae Television, refers to the system of aerials and satellite dishes that feed the reception of signals to the decoders and amplifiers that then distribute all the TV channels to the rooms |
| OS&E | Operating Supplies & Equipment, this relates to items such as Linen, Cutlery, Crockery, Kitchen and Bar Smalls (blenders, pots, pans, tot measurers etc) but does not include consumable supplies such as stationery, bar coasters, paper napkins etc. |
| PABX | Private Automated Branch Exchange. This is the telephone switchboard equipment |
| PMS | Property Management System. This is the computer software that runs the hotel's bookings, reservations and billing systems for guests |
| POS | Point of Sale, these are the tills used in the bars, restaurants, room service and elsewhere within the hotel to tally up the guest's bill during each visit or order from each outlet |
| SACU | Southern African Customs Union |



Founded in 2003, Hotel Spec is Africa's foremost hotel development management company with offices in South Africa, Nigeria and Mauritius.

Specializing in complete Hotel Development Services, Project Coordination, Procurement, Warehousing and Logistics, and Installation Services, we are able to manage any new hotel development in Sub-Saharan Africa.

Hotel Spec offers a basket of services or a turn-key package to the hotel developer and operating company, providing crucial input and hands-on management of all the processes in the Planning, Design, Construction, Renovation and Refurbishment of new and existing hotels in sub-Saharan Africa.

We are a founding member of Hotel Partners Africa, with offices in Lagos, Addis Ababa, London and Port Louis, who are dedicated to sourcing, creating and executing Hotel, Resort and leisure investment opportunities throughout the African Continent.

With our collective experience in hotel operations, development, procurement and specialized knowledge of the workings and requirements of hotels, Hotel Spec is uniquely placed to ensure that properties are correctly specified and designed in order to create a cost efficient hotel operation.



For more detailed information on the costs and details behind this report, please contact:

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