



THE BELIZE COLLECTION



MANAGEMENT REPORT END OF YEAR 2024/2025

THEBELIZECOLLECTION.COM
INFO@THEBELIZECOLLECTION.COM
+501-822-3851

INTRODUCTION

This is our fourth Year-End report for Ayamu Limited as operator of Umayá Resort. We have been managing the property since July 15, 2021. As mentioned in previous reports, we stepped into a very precarious situation with the resort having been rundown over the years. The property needed significant upgrades to the rooms and common area facilities to repair Umayá's reputation within the marketplace for owners, potential owners, potential guests, and potential employees.

We spent the better part of our first two years trying to shore up the financial position, re-build the reputation of Umayá, stabilize staffing and institute proper hotel procedures.

In terms of facilities, with the limited amount of funds we had available, we realized that we would have to upgrade the resort in stages as there were just not enough funds to bring Umayá up to a high level in one year. So, we concentrated our efforts on upgrading the common areas of the resort, where we felt we would get the most bang for the buck. We mostly worked on the highest visibility areas, the lobby, restaurant, internet service and beach areas.



INTRODUCTION

Although we have made significant progress, there is still a long way to go for both the common areas and the rooms to be brought up to a high-quality standard.

We did not see an improvement in earnings between years 1 and 2. Where profits were around BZ\$600,000 each year.

In year three, we saw significant improvements in our income and net profits, earning over BZ\$1.39 million in 2023/24.

This past year 2024/25, we experienced some challenges with cost inflation, and we were not able to compensate that with additional sales revenue. As a result our profits for this past year went down to Bz\$1.035 million.



INFRASTRUCTURE & OPERATIONS

POOL

The swimming pool and hot tub were repainted in August of 2023. When we did the pool, we had limited funds. The pool desperately needed to be redone as it was in a deplorable state. Because of our limited funding, we decided to concentrate our efforts on the higher-traffic areas, the pool stairs, and the pool seating. We are happy to report that these areas have been holding up very well for three years.



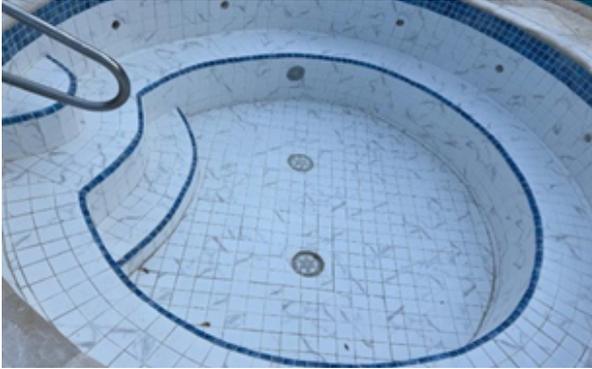
Diamond Brite on the stairs held up well.



The pool floor has worn bare in places while the tiled seat area has shown to be durable.

INFRASTRUCTURE & OPERATIONS

POOL



Jaguar Reef hot tub newly tiled



Jaguar Reef hot tub with tile

We are just about to start to tile the floor of the main Umayá pool. The work will start on the 15th of September and we should finish the tiling by the end of the month. Below are photos of the tile and what it will look like when the pool is filled with water. We will be removing the paint and the white tiles from the pool floor and retiling. The tiles for the logo seem to be sticking pretty well so we will leave them. Also the paint of the walls is not that bad and so we will repaint the walls to save on costs.

The remainder of the pool area is still in quite good shape. We invested in the furniture around the pool and the bathrooms two years ago and they should be in good shape for the next several years. We have re-covered several of the sofas this year, fixed the thatch roofs in the sitting areas and we continue to monitor and maintain the pool area.



INFRASTRUCTURE & OPERATIONS

DON TONITO'S PIZZERIA

Don Tonito's saw a drop in sales from BZ\$220,000 to BZ\$170,000, this is reflective of an overall struggle we had this past year in keeping our guests on site.

We continue to work on ways that we can improve retention. We had hoped to improve the dock experiences to help address retention but ran into some issues with approvals that will be detailed later in this report.



INFRASTRUCTURE & OPERATIONS

GROUNDS

As with last year, there were no major projects this past year on the grounds. We have ordered WPC boards from China and we will be installing some later this year to see how they perform. We believe we can save quite a lot in maintenance costs over time by switching our walkways over to WPC boards.

The entrance pond continues to be an issue. Even with a good filtration system, we continue to have an algae problem. We have decided it is best to remove the fish as they are certainly contributing the problem and the algae is so bad that the fish are barely visible.



INFRASTRUCTURE & OPERATIONS

SMALL CONFERENCE ROOM

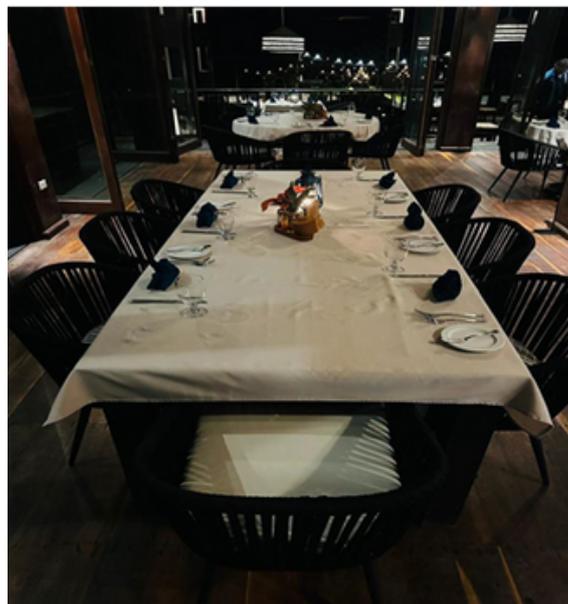
We had renovated the small conference room last year and it has been very useful for both guests holding smaller meetings and also a place for our staff to hold the occasional larger meeting.



INFRASTRUCTURE & OPERATIONS

DINING ROOM

The dining room chairs were getting to look very dated. We replaced the chairs and we will soon be replacing the bar stools as well as the sofa and chairs in the lounge area. We imported 45 new chairs from China at a cost of BZ\$21,000. We are bringing in 10 bar stools, a sofa and 4 accent chairs, that should arrive around the end of September.



INFRASTRUCTURE & OPERATIONS

DEPARTMENT OF ENVIRONMENT & WASTEWATER TREATMENT

We repaired the wastewater treatment plant this past year and we recently had an inspection by the Department of Environment. We have not received their report yet but they seemed satisfied with the treatment plant during their inspection.

On top of the monitoring visit, the DOE has sent us a statement showing that an annual monitoring fee has not been paid for the past 10 years. The statement shows a balance owing of BZ\$50,000. We have discussed the statement with them and we believe that we will be able to get the amount owing to the DOE down to \$10,000.

We also discussed getting a new Environmental Compliance Plan and having language in the new ECP that will allow us to expand our two docks.

INFRASTRUCTURE & OPERATIONS



ROOMS

We made this statement in last year's report: *"The room stock has quite a lot of variation to it in terms of finishes and state of repair. We made assessments in our first month of operating and quickly realized that the cost of getting all the rooms up to an acceptable level of finish was far beyond our financial capacity. And that it would take 4 or 5 years for us to be able to bring the rooms back to a consistent acceptable standard."*

In the previous year, we addressed room functionality in terms of internet services, replacing old ACs, adding hot water capacity, improving water pressure and replacing old mattresses to improve sleep quality.

This past year, we had planned on investing in improving the dock experience on both the lagoon and beach sides. In trying to move forward with dock designs and get permitted, we ran into issues with the Department of Environment and our old Environmental Compliance Plan (this will be discussed later on in the report). As a result, we put some attention into the room finishes.

INFRASTRUCTURE & OPERATIONS

ROOMS

Last year we hired a designer to give us guidelines for revamping the room stock. As a reminder, we have the excerpts from the renders below.

CURRENT



INFRASTRUCTURE & OPERATIONS

ROOM RENDERS



INFRASTRUCTURE & OPERATIONS

ROOMS CONTINUED

Last year we presented the budget for doing all of the room improvements. The budget is below (it does not include working on the bathrooms).

Redecorating Estimates for Umaya Rooms - BZ\$		
Interior Space	Cost/Unit	Total Cost (50 units)
Living/Dining Room	\$23,000	\$1,150,000
Master Bedroom	\$9,500	\$475,000
Guest Bedroom	\$12,500	\$625,000
Total Furniture Re-modelling	\$45,000	\$2,250,000

Not having anything like the full funds available to fully re-model the rooms, we addressed areas in the room where there was the least amount of consistency between the rooms and where the rooms were most lacking. This included the master bedroom, the living room coffee tables, living room sofas, the dining room chairs and the TVs.

There were numerous rooms where the living room centre coffee table was just a stump or a side table. Many of the master bedrooms had old damaged headboards or no headboards at all. There was a great variation in the type and quality of the dining room chairs and over half the TVs were still 32" TVs, a size that is ten years out of date.

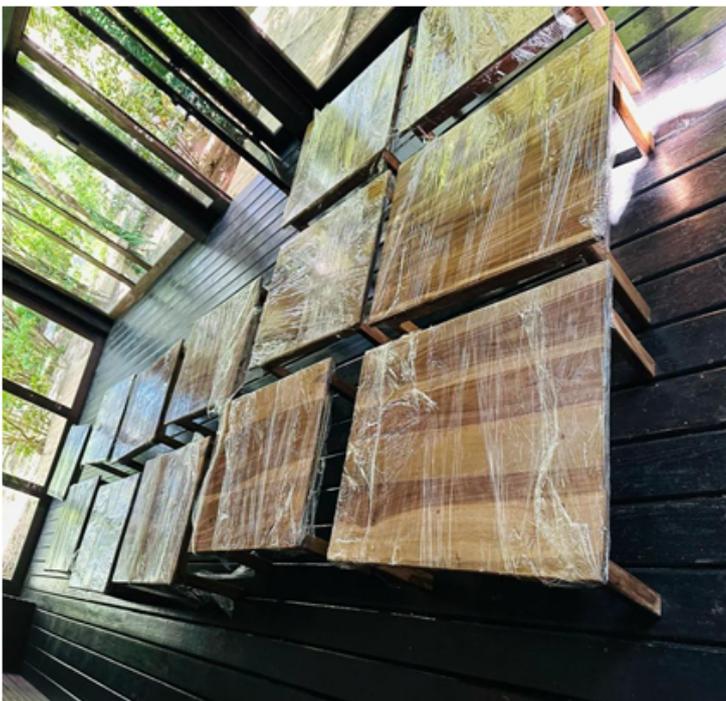
We have utilized our purchasing channels in China to provide us with good quality furnishings at excellent value so our dollars would go further. In some cases, we bought from local suppliers, such as the beds and the coffee tables where high import duties cancelled out the advantages of importing from China. We spent a total of BZ\$132,000 on furniture for the rooms and we believe that we receive very good value.

INFRASTRUCTURE & OPERATIONS

ROOMS CONTINUED



We have replaced 48 of the 52 master bedroom king bed frames, the remaining 4 will be completed as soon as we get our shipment of rattan from China. Our average cost per bed is US\$1,000. Along with the bed frames, we completed replacing the mattresses with another 21 mattresses at an average cost of US\$500 per mattress.



We have replaced all of the damaged and undersized living room coffee tables with tables made from a local supplier. There were 28 tables replaced at an average cost of US\$150 per table.

INFRASTRUCTURE & OPERATIONS

ROOMS CONTINUED

We have replaced thirty-four of the 32" TVs with 55" TVs at an average cost of US\$360 per TV. This has been ongoing for a couple of years and there are now only 20 TVs left to replace. We are doing this slowly to take advantage of limited quantity sales that are available through Amazon (often Amazon offers excellent discounts but limits the quantity to 3 TVs per person).

We have replaced the dining chairs in 27 rooms, that represents about half of the rooms so far. We have received complaints about the noise of the chairs being moved around in rooms overhead and so we chose a lighter weight chair that is still quite sturdy. The total cost of the chairs was US\$22,825.00 or just over US\$200 a chair.



We have ordered 10 sofas from China that should be arriving this month. A photo of the sofa below was provided by the supplier. We will dress the sofa up with throw pillows and a blanket. We have not completed the shipping and importing process but we estimate the sofas costing around US\$2,000 per piece.



INFRASTRUCTURE & OPERATIONS

DOCKS

Last year it was our intention to embellish the dock experience by re-enforcing the existing docks and adding onto them. We are trying to add on-site activities and social centres to attract additional guests and to keep them on site so they purchase more goods and services from us. We believe improving the dock facilities will have a very positive impact on the resort experience and in turn add substantial value to the business

Unfortunately, we were not able to do anything with the docks because we ran into permitting issues with the Department of Environment (DOE). We have made significant progress in dealing with the issues and we hope to clear things up so that we can revisit the dock expansion in 2026. As a reminder, what was in last year's report on the docks is below.



BEACHSIDE DOCK

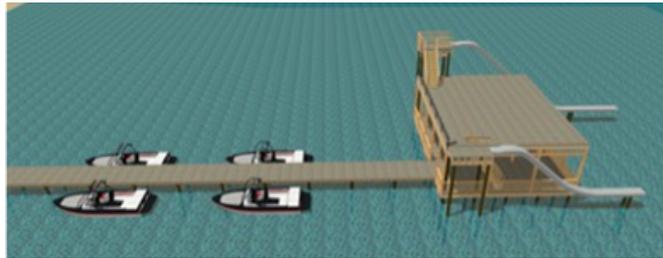
With seaweed being a growing issue, it will become more and more important to allow the option to enter the sea without having to cross a mass of seaweed. We also want the dock to serve as a social area, where we can serve drinks and snacks. And we want to have something fun, so we have made a dock design meant to achieve these three objectives.

Our plan calls for the dock to be extended by 120 feet to allow more area for boats to moor and then have a 40' by 30' two-story lounge area at the end of the dock. The lower level would be covered and there would be a small covered area on the upper deck. There would also be two water slides at the end of the dock, one that runs straight out and the other that has a bit of a raised exit ramp. The drawing below shows the addition as designed. We have an estimate for the construction of the dock and it will cost approximately BZ\$400,000, including the water slides.

INFRASTRUCTURE & OPERATIONS

DOCKS

We have seen first-hand the impact a quality dock experience can have on the guest experience with our Big Dock Bar at Jaguar Reef Lodge. And because of our past experience, we highly recommend adding this amenity.

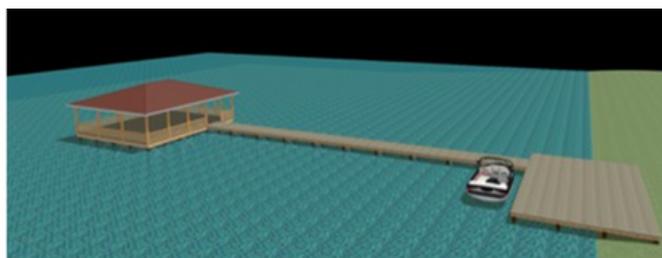


LAGOONSIDE DOCK

Umaya's location on the lagoon and the access to the lagoon are probably the best on the peninsula. We believe it is a prime lagoon location with beautiful views of the mountains and the untouched western shoreline. It serves as a great place to enjoy peaceful mornings and fabulous sunsets.

Our plan is to extend the dock by about 80 feet and have a 30-foot by 40-foot covered area at the end of the dock. This would serve as another social space for guests to gather and great for group events.

There would be space for some small pleasure crafts such as kayaks, sailboats and small electric powered boats. Because the lagoon has calm waters and still gets steady winds, it is an excellent spot of sailing. We have an estimate to build this dock for BZ\$150,000.





SALES & MARKETING

SUMMARY

This past fiscal year was still a good year for tourism in Belize but we did see some signs of reduced demand. We are trying to build our average daily room rates up, but as we raised our rates, we saw a drop off in demand. In fact, our numbers last year were almost identical to our 2022/23 numbers in both occupancy and ADR.

2023/2024	Occupancy	ADR	2024/2025	Occupancy	ADR
April to June 2023	78%	\$130	April to June 2024	60%	\$140
July to Sept 2023	71%	\$116	July to Sept 2024	44%	\$140
Oct to Dec 2023	66%	\$121	Oct to Dec 2024	53%	\$130
Jan to Mar 2024	92%	\$153	Jan to Mar 2025	75%	\$164

FOR 2022/2023: 57% OCCUPANCY AND ADR OF \$142US
FOR 2023/2024: 77% OCCUPANCY AND ADR OF \$130US
FOR 2024/2025: 58% OCCUPANCY AND ADR OF \$144US

SALES & MARKETING

We said this in last year's report, **"If we expect to see a trend of increasing ADRs without a significant drop in occupancy, then we will need to continue to improve the physical infrastructure of the resort as mentioned previously. The resort's current condition cannot support much higher rates. The product quality is just not there."**

We continue to employ a wide variety of marketing and promotional activities for Umaya as have been outlined in previous reports.

FINANCIAL REPORT

The financial report is based on our Quickbooks file and the figures have not been audited. That being said, we believe the figures presented below provide a pretty accurate picture of the financial performance of Ayamu Limited.

PROFIT & LOSS

We finished the Fiscal Year running April 1, 2024, to March 31, 2025, with a net profit after all management fees of BZ\$1,035,000 on sales of BZ\$6,178,000. This is against a budget that called for BZ\$1,112,000 profit on sales of BZ\$5,232,000. We were 18% above budget in total sales and 7% below budget in net profit. We are pretty satisfied with the results against budget, but disappointed with the profit compared to last year.

We had anticipated that our sales may fall off from the previous year due to slowing sales figures in the spring of 2024 and the upcoming US election (election years have a negative effect on travel, especially from October through January when people are distracted by the election). So we were very happy with the sales results.

What we did not anticipate were the cost increases that carried on throughout the year. With the proliferation of call centres in Belize, labour supply continues to get tighter and tighter, raising labour costs. Our supply costs also continued to go up as local vendors are grappling with the same issues.

PROFIT CENTERS

Our room sales revenue was stronger than we anticipated, with an 18% increase in room revenue over budget. This was helped by the addition of the 6 beachfront villas to the south. The rental of those villas did raise costs quite a lot and reduce our margins, but overall room profits exceeded budget by 7%.

April 1 st , 2024 to March 31 st , 2025				
Profit Center	Budget	Actual	Variance	% Change
Room Sales	\$3,001,000	\$3,541,000	\$540,000	18%
Room Costs	-\$388,000	-\$741,000	\$353,000	91%
Room Profits	\$2,613,000	\$2,800,000	\$187,000	7%
Gross Profit Margin	87%	79%	-8%	-9%

FINANCIAL REPORT

Food sales revenues exceeded budget by 28% as did costs. Our restaurant profits exceeded budget as well. Ideally, we would like to see restaurant margins move up to around 15%. However, this will be difficult when our room rates are under US\$200 a night and our typical guest is budget conscious.

April 1 st , 2024 to March 31 st , 2025				
Profit Center	Budget	Actual	Variance	% Change
Restaurant Sales	\$947,000	\$1,216,000	\$269,000	28%
Restaurant Costs	-\$897,000	-\$1,147,000	\$250,000	28%
Restaurant Profits	\$50,000	\$69,000	\$19,000	38%
Gross Profit Margin	5%	6%	1%	7%

Bar sales revenues were just below budget; costs were 24% lower than budget. Our bar profits exceeded budget by 17% and our margin was 19% higher than budget. The higher margins on the bar is one of the main reasons that we want to create social spaces where our guests can gather and hopefully have a couple of drinks.

April 1 st , 2024 to March 31 st , 2025				
Profit Center	Budget	Actual	Variance	% Change
Bar Sales	\$520,000	\$511,000	-\$9,000	-2%
Bar Costs	-\$241,000	-\$184,000	-\$57,000	-24%
Bar Profits	\$279,000	\$327,000	\$48,000	17%
Gross Profit Margin	54%	64%	10%	19%

FINANCIAL REPORT

Tour and transfer revenues were 13% above budget while costs were below budget. This gave us a 33% margin on sales.

April 1 st , 2024 to March 31 st , 2025				
Profit Center	Budget	Actual	Variance	% Change
Tour & Transfer Sales	\$311,000	\$350,500	\$39,500	13%
Tour & Transfer Costs	-\$250,000	-\$235,000	-\$15,000	-6%
Tour & Transfer Profits	\$61,000	\$115,500	\$54,500	89%
Gross Profit Margin	20%	33%	13%	68%

Although the numbers were much better than budget, we see a lot of room to improve the revenues and profits from tours and transfers. We added two vehicles this past year and that is reflected in the higher profit margins we are seeing in our tours and transfers as we do not have to sub out third party vans and drivers. In the future, if we improve the beachside dock, we will be able to run water tours directly from Umayá and that should generate additional sales and higher margins.

Overall, our profit centres did well against budget but not that well against the previous year. Our sales were very close to the previous years' sales but our direct costs were significantly higher than the previous year. Our gross profit dropped from BZ\$4.15 down to BZ\$3.5. Most of this was a result of higher costs of supplies and labour. We were not able to raise prices for our services and not significantly impact sales volumes, so we had to absorb a lot of our cost increases.

FINANCIAL REPORT

COST CENTERS

Last year we were able to greatly improve on our indirect costs over previous years. We were able to stay pretty much within budget when adjusted for sales volume. This year we slipped back somewhat again a reflection of inflation pressure.

Our costs exceeded budget by 7% with salaries, sales and marketing being the main areas of increasing costs.

Cost Center Comparison of Actual vs. Budget for 2024/2025				
Cost Center	Budget	Actual	Variance	% Change
Salaries & Wages	\$489,000	\$521,000	\$32,000	7%
Variable Room Costs	\$12,000	\$12,000	\$0	0%
Variable F&B Costs	\$36,000	\$11,000	-\$25,000	-69%
Variable Sales & Marketing	\$280,000	\$389,000	\$109,000	39%
Administrative Costs	\$631,000	\$648,000	\$17,000	3%
Maintenance & Utilities	\$457,000	\$458,000	\$1,000	0%
Human Resource Center	\$83,000	\$71,000	-\$12,000	-14%
Complimentary Services	\$8,200	\$0	-\$8,200	-100%
Repair & Maintenance Common Areas	\$382,000	\$436,000	\$54,000	14%
TOTAL COST CENTER COSTS	\$2,378,200	\$2,546,000	\$167,800	7%

FINANCIAL REPORT

FINANCIAL SUMMARY

The chart below shows the summary of the balance sheets for March 31, 2023, 2024 and 2025.

	March 31, 2023	March 31, 2024 (revised)	March 31, 2025
Assets			
Accounts receivable	BZ\$ 673,410.26	-BZ\$ 19,246.14	-BZ\$ 131,525.26
Cash at Bank	BZ\$ 376,643.43	BZ\$ 1,616,577.56	BZ\$ 1,794,878.83
Inventory	BZ\$ 115,747.22	BZ\$ 149,234.74	BZ\$ 130,142.41
CAPEX - Unit Improvements	-BZ\$ 31.32	BZ\$ 65,106.53	BZ\$ 65,106.53
Prepaid Expenses & Advances	BZ\$ 49,528.43	BZ\$ 23,604.45	BZ\$ 99,602.71
Total Current Assets	BZ\$ 1,215,298.02	BZ\$ 1,835,277.14	BZ\$ 1,958,205.22
Total long-term assets	BZ\$ 313,143.43	BZ\$ 93,386.23	BZ\$ 268,024.68
Total Assets	BZ\$ 1,528,441.45	BZ\$ 1,928,663.37	BZ\$ 2,226,229.90
Liabilities and members' equity			
Accounts payable	BZ\$ 356,994.19	BZ\$ 177,506.58	BZ\$ 11,977.06
Accrued liabilities	BZ\$ 379,451.08	BZ\$ 121,587.92	BZ\$ 263,194.99
Payroll liabilities	BZ\$ 101,515.42	BZ\$ 107,335.61	BZ\$ 129,431.51
Statutory Payables	BZ\$ 73,683.19	BZ\$ 105,958.02	BZ\$ 113,522.49
Guest Deposits Collected	BZ\$ 395,373.16	BZ\$ 653,683.84	BZ\$ 650,039.56
Total current liabilities	BZ\$ 1,307,017.04	BZ\$ 1,166,071.97	BZ\$ 1,168,165.61
Belize Bank Loan			BZ\$ 69,763.34
Members' equity	BZ\$ 221,455.73	BZ\$ 762,591.40	BZ\$ 988,300.95
Total liabilities and equity	BZ\$ 1,528,472.77	BZ\$ 1,928,663.37	BZ\$ 2,226,229.90

FINANCIAL REPORT

FINANCIAL SUMMARY

Our net asset position (current assets less current liabilities) was BZ\$790,000 on March 31, 2025, as opposed to BZ\$669,000 last year.

Our cash position as of the end of June 2025 was around BZ\$1.5 compared to BZ\$1.4 million at the same time last year. We recommend keeping a cash reserve of around BZ\$600,000 as the sales this year are not currently looking as good as at the same point last year, leaving BZ\$900,000 available for distribution and property improvements.

We strongly recommend improving the two docks this year for BZ\$550,000 total. If we did this, it would leave BZ\$350,000 available for distribution. We are concerned that if we do not make some fairly significant investments into the property, we will continue to more or less make enough money to cover owners HOA fees.