

BUNDU LODGE and CONFERENCE CENTRE IN MBOMBELA

FEASIBILITY ASSESSMENT

SUMMARY REPORT

Prepared by the Wits Project Management Team



October 2015

BUNDU LODGE and CONFERENCE CENTRE IN MBOMBELA FEASIBILITY ASSESSMENT - SUMMARY REPORT

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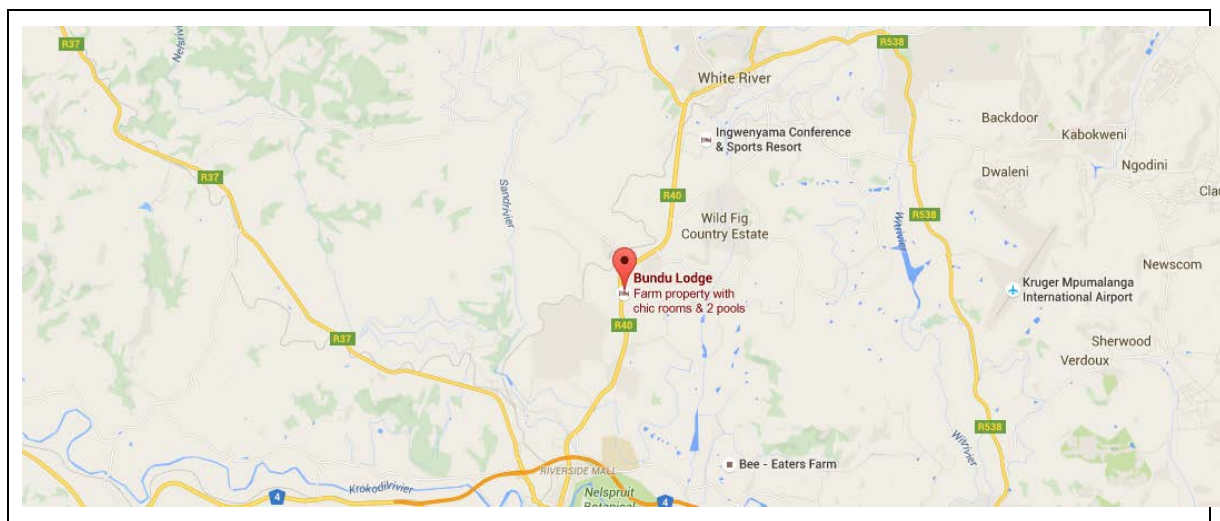
BUNDU LODGE and CONFERENCE CENTRE IN MBOMBELA

FEASIBILITY ASSESSMENT - SUMMARY REPORT

1. Introduction

The Bundu Lodge located to the north east of the UMP next to Kiaat Private Hospital along the R40 towards White River about 6 km from the UMP is up for sale – see location of the property on Figure 1. The University of Mpumalanga wishes to consider the establishment of a hospitality faculty upon or close to its campus at Nelspruit, Mbombela, Mpumalanga Province.

Figure 1 – Location of Bundu Lodge



The UMP considers to purchase the Bundu Lodge and Conference facilities to be incorporated as part of the UMP.

In order for the UMP Council to make an informed decision, the Project Management Team was requested to do a high level due diligence assessment and feasibility investigation including the commercial and business risk of managing the property and to compare to other development opportunities.

A number of brief reports were prepared. The outcome from the different investigations are summarized in this report.

2. Methodology

The NU PMT's mandate is as follows:

- Obtain as much relevant data and information from the seller of the Bundu Lodge property so as to prepare an indicative valuation and feasibility analysis (as defined below) of the property,
- Obtain, where necessary and appropriate, relevant title deed- and zoning-information from the relevant deeds office and the Mbombela District local authority,
- Prepare an indicative valuation of the property,
- Provide a risk analysis of the property,

- Consider alternative scenarios for comparison to address the UMP's need for a facility to service hospitality training requirements, each with its advantages and disadvantages, and
- Prepare costing of the development options with a recommendation for consideration by the UMP Manco.

3. Property Description

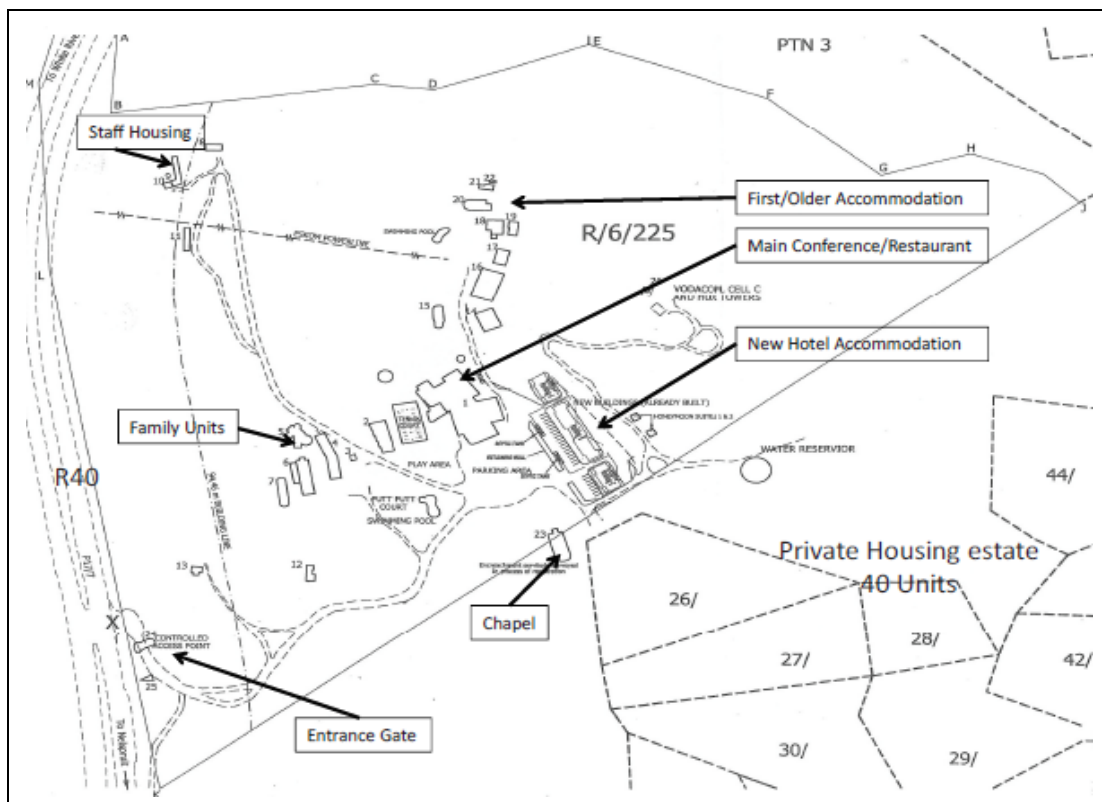
The Bundu Country Lodge and Conferencing Centre was developed on the remainder of portion 6 of the farm Latwai 225 JT, Mbombela District, Mpumalanga over a number of years in different stages of development. The property size is about 23,3 ha.

The property is located upon the R40 provincial road and lies approximately six kilometres from the University of Mpumalanga and lies between Mbombela and White River – figure 1 for location of the property.

The property contains the following improvements – see Figure 2 for site layout:

- 115 bedrooms for guests - a total of 313 guests can be accommodated in the lodge
- A conference centre which can accommodate approximately 690 persons
- A restaurant with both indoor/outdoor seating which can accommodate 400 persons
- A lounge area and an outside boma which accommodate approximately 150 persons
- A chapel which can accommodate 200 persons
- Two swimming pools, a trampoline and a 9-hole mini golf course
- Various administrative offices, storerooms and a laundry,
- A staff-sleeping quarters which can accommodate approximately 25 persons, and
- Various animal and poultry enclosures and yards

Figure 2 – Bundu Lodge – site layout



4. Town planning, Zoning and Rights

4.1 General descriptions

The property is registered in the name of the WILLEM CONSTANTYN JANSON and is held in terms of Deed of Transfer N° T827/2000 (as detailed on SG diagrams SG A 8605/1991 in **Annexure 1**). Portion 8 was subdivided of the property in 2000 by the current owner. This Title Deed stipulates that the following servitudes exist on the property:

- A railway servitude of 15,74m wide.
- An Eskom servitude.
- A water line servitude of 3m wide.
- A right of way servitude of 4m wide.

These servitudes would need to be further detailed by a Land Surveyor.

There are certain conditions which may need to be removed from the title Deed, or further investigated to ascertain whether they have lapsed. One of these conditions prohibits any business use.

The Mbombela Local Municipality (MLM) confirmed that:

- the site falls outside the Urban Development Boundary or Urban Edge. This means that at present only rural uses will be supported in the area and also that the provision of services would not be guaranteed by the Municipality.
- If a change of land use is envisaged or any additional structures were to be built, an Environmental Impact Assessment (EIA) may well be required as well as any Town Planning approvals as needed. This need to be evaluated further by an Environmental consultant.
- If any additions or a change in the land use were to be proposed, the Municipality would need to approve the proposals as regards to the treatment of sewerage, the provision of water and the disposal of solid waste.
- In terms of the approved Municipal policy for the area, the SDF, the area is a "Mountainous Area" where recreational and hospitality uses are promoted.

4.2 Zoning and rights

The property is zoned 'business'. A business permit has been issued and a copy thereof has been obtained. The approved land use rights applicable to this site were approved by the Department of Agriculture and Land Administration in response to the application for an extension of the existing use of the site, which application was submitted to the various authorities on 17 December 2008.

The Municipality does not have a copy of these approved rights on their file. They did however indicate that the proposal was supported subject to certain conditions. No further development rights are available at present.

The property would have to be rezoned to 'university' rights if this property were to be used as a satellite hospitality campus. These development rights would have to be applied for and an EIA will have to be performed, if the property were to be used as:

- Student and permanent accommodation,
- A public restaurant under licence by UMP or an outsourced operator, and/or
- A public hotel under licence by UMP or an outsourced operator.

There is no record of land claims on this property. Confirmation should be obtained if the UMP wishes to further pursue this opportunity.

5. Development options - Potential use

The UMP management has expressed the following potential uses of the Bundu Lodge property when the PMT was requested to undertake the assessment:

- Hospitality Management – Students could receive training, lectures and accommodation on the Bundu Lodge premises. The UMP has currently enrolled 20 first year students due to the capacity limit set by the MRTT. They will be able to double the intake to 40 at first year level at the Bundu Lodge.
- Accommodation for visiting learners, lecturers, UMP council members (22) when attending Council and committee meetings and staff and students from Siyabuswa attending various events and meetings at Mbombela campus.
- Temporary accommodation for new university staff (currently the UMP provides accommodation for two months),
- Retain some of the rooms to be used for hotel purposes during which an income from the premises can be earned,
- The conference facilities (and dining amenities) can be made available to groups for hire.
- Catering for staff functions and events and
- Offer short learning programmes to the public.

6. Bundu Lodge as potential hospitality training facility

In order to consider the development of the property as a satellite hospitality training facility to the UMP, Courtwell has researched the typical academic curricula and practical training offered by other similar institutions, including:

- The Swiss Hotel School, Ferndale, Randburg (full time students),
- The University of Johannesburg's Tourism and Hospitality school (275 full-time students),
- The Stellenbosch Hotel School (36 students), and
- The Fern Hill Hotel and Training School in Durban.

The following table provides valuable comparison between the Bundu Lodge and alternative hospitality faculties' facilities. The table provides some indicative measure of readiness for the Bundu Lodge to immediately be appropriate for us as training facility.

Table 1 – Comparison Bundu Lodge vs operational hospitality training centres

Categories	Swiss Hotel School, Randburg	Fern Hill Hotel and Training School, Durban	Bundu Lodge, Mbombela
RESTAURANT	Training restaurant and bar	60-seater Award-winning restaurant	400-seater restaurant
KITCHEN & STOREROOMS	Fully equipped hot and cold kitchen, Demonstration kitchen, Pastry kitchen	Fully equipped kitchen Exclusive demo kitchen	1 industrial kitchen, 2 walk-in cool rooms, 1 walk-in freezer room and 7 store-rooms, no demonstration

Categories	Swiss Hotel School, Randburg	Fern Hill Hotel and Training School, Durban	Bundu Lodge, Mbombela
IT	Computer training classroom		To be established
LAUNDRY	In-house laundry room	Laundry and personal Housekeeping	Laundry and storerooms
CLASSROOMS	Three large lecture rooms	Dedicated lecture room	Conference facility only
MEETING ROOMS	One meeting room		Two smaller venues only
CONFERENCE ROOMS	Conferencing facility	Three conference rooms	Two large venues, can be sub-divided into five rooms, 680 people in classroom style
LOUNGE AREA	Student lounge	Outside Deck	Large upper lounge area
CHANGING ROOMS	Male and female changing rooms		Staff ablutions and changing area
ACCOMMODATION	On-premises student accommodation	27 rooms for guests, On-premises student accommodation: 40 people	115 bedrooms: <ul style="list-style-type: none"> • 48 luxury • 33 family room • 34 standard rooms • Staff housing for 25
PARKING	Secure parking		400 vehicles, secured
RECREATION		Swimming pool	Large and medium swimming pools, Trampoline, Mini-golf.
CHAPEL		One Chapel: 200 people	One chapel: 200 people
BOMA / ENTERTAINMENT AREA		Bar, separate ballroom, pub, theatre, Braai area, Pizza oven, Tea-garden & Large Gazebo	Outside Boma: 150 people

From the table it is clear that the following training facilities will be required (as a minimum) should hospitality training be considered on the Bundu Lodge premises:

- Skills and demonstration kitchen,
- Lecture rooms equipped with training IT and audio-visual equipment.

7. Status assessment of facilities

In order for the UMP Council to make an informed decision, a team of consultants visited the property to assess the current building and infrastructure on the premises. From the visual information and based on the documentation received, the following observations were made:

7.1 Architecture

a) Observations

b) Risks

c) Remedial actions proposed

7.2 Building structure

a) Observations to adequacy

The buildings of the improvements listed under Clause 3 were inspected. No structural defects could be identified with the visual inspection. All structures seem to be in a reasonable to good condition. Most of the older structures were developed in phases as an add on when requires scenario. This type of development normally generates facilities with ineffective use of space and with an impractical layout.

The more recent bedroom blocks were properly planned and can be utilized with minimum renovations required.

b) Risks

National Building Regulations compliancy - No proof was provided with the inspection to conform the compliance with the latest requirements of the National Building Regulations regarding the required certificates for the building and roof structures. Only verbal speculation was provided regarding the existence of the certificates.

c) Remedial actions proposed

Should the required compliancy certificates not be available, a proper full scale investigation will be required to confirm compliance which can include structural upgrading work on the older buildings.

The alternative will be to demolish and replace the unacceptable older structures. The older structures that might be affected will be the conference centre, restaurant and administrative offices complex.

7.3 Electrical services

a) Observations

The following general observations were made during the site visit:

- Most of the low voltage cables are laid above ground in sleeves due to the rocky outcrops near the hotel area,
- There is no indication of any smoke detection installation in the buildings
- The general lighting installation is mainly non-energy efficient fittings and globes,
- Emergency generators are old and will need major overhaul or even replacement,
- According to the owner there are two Eskom connections, the one is for 315KVA and the other for 200KVA,
- The condition of the electrical kitchen equipment is questionable and most likely in need of repair or replacement,
- The installation of the Heat pumps is dubious and was not done professionally,
- Not all rooms are fitted with air-conditioning, and

- Area lighting may be inefficient.

Certificates of compliancy (COC) documentation were not inspected but are apparently available.

b) Risks

Some of the risks identified with regards to electrical installations include:

- The LV cable laid in sleeves on top of the rocky area is not to standard and may be damaged, causing outages,
- Emergency generators may not work when a power outage occurs,
- According to the Eskom accounts the connection to the hotel area is almost at its notified maximum demand and can cause outages if this is exceeded,
- Very difficult to work or service the heat pump installation as the installation is not done professionally, and
- Kitchen equipment and the absence of smoke detection are a risk and will not adhere to the OSH Act.

c) Remedial Actions

Based on the risks and observations made, the following remedial actions are proposed:

- Main LV cables to be lowered to at least 600mm below final ground or surface level,
- Smoke detection need to be installed in all rooms and common areas,
- Light fittings to be changed in some cases to make it more energy efficient,
- Should additional air-conditioning be added to the premises, this may result in lack of sufficient power supply to the property. A larger power supply demand will then have to be applied for from Eskom,
- The emergency generators must be replaced and installed according to regulation and inside a building,
- The kitchen equipment need to be replaced and the total electrical installation refurbished,
- The wiring and piping for the heat-pumps need to be upgraded
- Area lighting need to be investigated and upgraded

The possibility to have only one Eskom supply to the premises need to be investigated as this can save on basic power demand charge.

7.4 Water and Sanitation (including irrigation)

a) Observations

(i) Domestic Water

- A Regional Reservoir of Mbombela Local Municipality is located on the property,
- According to the owner the Bundu Lodge is operating the reservoir without any formal agreement/arrangement with MLM,

- Domestic supply to the property withdraw treated water directly from the reservoir to a site reservoir,
- A booster pump pressurizes the on-site potable water system, and
- Some supply pipelines are similar to the electrical cables, exposed on surface without any coverage due to rock formation.

(ii) Sewer and Irrigation

Waste water (effluent) is treated on site. The primary treatment is septic tanks from where the effluent is finally treated with a package plant and used as irrigation water on site.

b) Risks

Risks identified are the following:

- Exposed pipe work may be damaged due to fire and mechanical interventions,
- The use of waste water effluent in irrigation system may impose a health risk to everybody on site when Insufficient treatment occur.

c) Remedial actions proposed

(i) Domestic water

To avoid damage to the supply pipe lines it will be necessary to protect same by means of burying the exposed pipes in the rock or protect these with concrete.

(ii) Sewer and Irrigation

The following mitigation measures should be considered:

- The use of waste water effluent for irrigation should not be allowed on campus to avoid the health risk. The possibility to connect the site to the Mbombela sewer system which is currently being constructed along the R40 should be investigated.
- According to the Bundu Lodge management a borehole is available on site, but not equipped. This borehole should be tested and utilized for the irrigation if possible. Alternatively drilling of an additional borehole should be considered.

7.5 Roads, stormwater and parking

a) Observations

The following observations were made:

- The only access to the property is from the busy R40 road and with a difficult entrance, especially for traffic crossing R40 lanes (motorists travelling from Mbombela towards the Bundu Lodge and travelling from the Bundu Lodge out towards Whiteriver).
- An access road servitude is currently registered in favour of adjacent properties and to serve as access to the Regional Reservoir.

- All on-site roads are surfaced with asphalt except for the very steep roads where a concrete surface is provided.
- The road surfaces are narrow with limited kerbs provided for storm water channelling. The storm water is mainly treated as surface run-off with minimum infrastructure.
- Parking areas on the premises seem to be sufficient.

b) Risks

- The R40 poses similar safety issues than at the R40/D725 intersection for vehicles using the entrance into and out of the premises due to high volume of vehicles at the entrance to the property.
- Storm water problems were identified at some of the older buildings where road run-off does overflow buildings during high surface run-off.

c) Remedial actions proposed

Remedial actions include:

- A solution to improve the access to the site from the R40 road will have to be investigated to ensure safe access to and from the site at all time and especially during peak traffic.
- The storm water system of the site will require a detailed investigation to identify any required upgrading.

7.6 Refuse removal

The Bundu Lodge deals with its own on-site refuse removal. An external refuse removal company, Interwaste dispose the waste off-site.

7.7 Health and Safety and Security

- Compliancy to health and safety standards will have to be addressed in general, including the kitchen, walkways, balustrading and others.
- Security and access control - extensive capital expenditure shall have to be incurred in order to upgrade and enhance the security and access control to the property, should it be converted into a satellite university campus.

8. Risk Considerations

In anticipation of purchasing the property and using it as a satellite hospitality faculty campus, this section provides a summary of risk considerations which are apparent in evaluating the property. Each of these items has a cost, either capital or operational/maintenance cost linked to as per the Courtwell report and which need to be confirmed:

- **Security and access control:** at present, it is easy to access the Bundu Lodge property and it is unsuitable for use as a controlled university campus. Extensive capital expenditure shall have to be incurred in order to upgrade and enhance the security and access control to the property.
- **Business risk:** The UMP will have to carefully evaluate and assess the business risk of managing and controlling such an enterprise, including high costs related to

operations and maintenance of the property, dealing with a highly competitive industry in terms of goods and services, high upgrading costs of buildings and infrastructure, security and the like

- **Age and condition of infrastructure:** The property's design, infrastructure, fittings and finishes are aged and obsolete in terms of the character and impression that the university currently establish on its Mbombela campus. A significant portion of the property would need to be upgraded and refitted to provide the extent of lecture- and accommodation facilities contemplated by the UMP's requirements. Some 48 of the guest accommodation rooms will require a complete revamp of internal finishes.
- **Distance from the UMP main campus:** the property lies approximately six kilometres from the UMP Mbombela campus site. Regular transport would need to be provided between this satellite campus and the Mbombela campus to facilitate student integration between the campuses, staff transfers and to use of the property as an entertainment venue,
- **Zoning:** The property would have to be re-zoned to 'university' use. Although this process is likely to proceed unopposed, the local authority shall require extensive improvements to the subject property and an environmental impact assessment shall be necessary.
- **New building structures:** An additional skills and demonstration kitchen and lecture venues would have to be constructed upon the property to permit training of pastry chefs and hospitality industry staff.
- **Road Servitude:** A road servitude is currently registered upon the property in favour of adjacent properties and this would have to be extended to permit access to a land portion which the Seller wishes to retain. Sub-division will be possible to facilitate separate and secured access to the adjacent land owners, but at high cost.
- **Size of rooms:** Certain of the rooms are inappropriately-sized for student accommodation and to accommodate temporary accommodation to family staff members.

9. Alternative development scenarios

In order to evaluate the feasibility of the Bundu Lodge as a suitable site for delivery of the UMP Academic Programme and to address the need for staff and visitor accommodation, it was briefly evaluated and viewed against potentially alternative Development Scenarios. Four different scenarios have been developed to establish a critical position towards the acquisition of the Bundu Lodge.

The following scenarios have been used in the presentation held on 9 October and are briefly summarized under this Section, each with identified advantages and disadvantages:

9.1 Scenario 1 – Acquire Bundu Lodge

This scenario comprises the acquisition of the Bundu Lodge and Conference Centre as per this report and to convert this property to suit the requirements of the University in terms of academic space, accommodation facilities and to perform hospitality lecturing. New teaching spaces, offices and conversions to accommodate staff may be required.

The following advantages and disadvantages for scenario 1:

a) Advantages

- The immediate use of most of the facilities to accommodate staff and visitors,
- A large scope of spaces and functional areas for lecturing, practicals, etc,
- Striking setting between Mbombela and Whiteriver,

- Going concern to facilitate conferencing, meetings, and seminars for external groupings with potential of income to the UMP,
- Student in-house hospitality training immediately available, and
- Visible and accessible site, relatively close to the Mbombela Campus.

b) Disadvantages

- Establishing a satellite campus will add to the management and operational cost,
- Up-grading of aging infrastructure and renovation requirements of buildings due to ageing and change of use in the learning environment,
- Rezoning requirements and changes to servitudes
- Student on this satellite campus not part of campus-life and will have to commute to main campus take part in student activities,
- High investment requirements in new buildings and academic facilities despite the available of conference facilities. A new teaching or skills kitchen will be required.
- The operation of a hotel facility and conference in general and the risk of failure to operate the hotel and the entire complex as a commercial venture.

9.2 Scenario 2- Duplicate Bundu Lodge on the UMP campus

Develop similar purposely designed facilities on the UMP campus including a restaurant and guest house for visiting lecturers and council members. Students will receive their lectures on the UMP Mbombela campus while practical training will happen within the University Guest Lodge or Hotel facilities.

The following advantages and disadvantages for scenario 2:

a) Advantages

- Infrastructure spending is concentrated on the Mbombela campus,
- Ensure campus-life for hospitality students and no costly transport and commuting requirements,
- The Hospitality programme can utilize the broad available academic facilities and amenities offered on the Mbombela Campus,
- Operational management is not duplicated but all energy is focussed on the Mbombela Campus.

b) Disadvantages

- Operating a hotel or guest house on the campus,
- Public access onto the UMP Property, including security and access arrangements of visiting guests,
- New structures will have to be developed on the campus to accommodate and host visiting lectures and students on site.

9.3 Scenario 3- Develop Hospitality/Tourism Academic Amenities only

Develop hospitality and tourism academic facilities only on the UMP Mbombela Campus with no hotel or guest house. Students could receive their practical training at a variety of the best hotels, lodges or similar facilities in the province.

The following advantages and disadvantages for scenario 3:

a) Advantages

- Infrastructure spending is concentrated on the Mbombela campus,
- Ensure campus-life for hospitality students and no costly transport and commuting requirements,
- The Hospitality programme can utilize the broad available academic facilities and amenities offered on the Mbombela Campus,
- Students can get training pre-arranged in a variety of commercial off-campus hotels, guest houses or lodges of their choice.

b) Disadvantages

- UMP loses the commercial opportunity of a guest house or restaurant facility,
- No visitor or guest accommodation and conference amenities on campus, and
- No on-site practicum training of hospitality students.

9.4 Scenario 4- Develop Portion 75 of Friedenheim

Purchase the entire portion 75 of the farm Friedenheim to develop a new guest house and restaurant and to accommodate staff housing within the existing houses. A teaching kitchen, lecture venues offices, shared amenities and the like are provided for on the Mbombela Campus.

The following advantages and disadvantages for scenario 4:

a) Advantages

- Infrastructure spending is concentrated on the Mbombela campus,
- Ensure campus-life for hospitality students and no costly transport and commuting requirements,
- The Hospitality programme can utilize the broad available academic facilities and amenities offered on the Mbombela Campus,
- Operational management is not duplicated but all energy is focussed on the broader Mbombela Campus premises,
- The UMP will improve and incorporate the security of the property north of the Lower Campus,
- Investment in staff accommodation will be on an extended part of the campus,
- The Portion 75 offers good location and commercial opportunities for a hotel, guest house or even restaurant in the fast growing region,
- Portion 75 offers an alternative reservoir site for the bulk water supply to the UMP and to the region.

b) Disadvantages

- High cost of land acquisition as a medium term arrangement, especially given the unutilised portion of the existing UMP premises,

- Land rezoning to accommodate restaurant, hotel or guest house and conference amenities
- Extended security boundary and additional access gate to the UMP properties.

10. Financial considerations

The following financial considerations are relevant to the proposed purchase of the property:

10.1 Capital Cost Projections

- Acquisitions costs of the property: R55-million
- Transfer and re-zoning costs: R3-million
- Security upgrade of subject property: R5-million
- Infrastructure upgrade of existing facilities – to be determined
- Improvement of the access and security - to be determined
- Installation of new and upgrade of existing education and training facilities: to be determined

10.2 Operational and Maintenance Expenses

In the Courtwell report there is a brief summary description of the essential operational and maintenance costs in running the Bundu Lodge as a going concern. Flowing from the assessment is the following summary of monthly costs involved with the operations of the facility:

Eskom electricity (power) supply -	R 120 000
Water supply from Mbombela municipality	R 36 000.
Waste water (internal recycling plant)	unknown
Refuse removed by Interwaste	R 8 000

Personnel - It is recommended that a core group of existing staff be retained (16 of the 93 staff) to operate the hotel and conference facility. These staff members will comprise the General Manager, Conference Manager, Maintenance Manager, room maintenance and site maintenance personnel, garden staff, reception and security personnel at a cost of about R115 000/month

10.3 Income

The hair-dresser and spa are leased out on a monthly basis. Similarly, the hotel and conference centre can also become an income generating facility. These potential income streams have not been quantified.

11. Conclusions

From the feasibility assessment and following the discussion with the UMP Manco, the following conclusions can be made:

11.1 New lecture amenities required

The Bundu Lodge will only serve as a hospitality training and educational facility once new skills and teaching kitchens has been constructed on the property.

11.2 Accommodation and office space

The state of accommodation on the premises will have to be carefully evaluated to cater for all the envisaged needs as expressed by the UMP management. This may require changing part of the current hotel accommodation to that of longer stay or self-catering accommodation units. Provision of Staff and Admin Offices to be increased

11.3 Upgrading of existing buildings and infrastructure

Upgrade/renovate of existing buildings, facilities, and infrastructure specially those older than 10 years

11.4 Security and access control

Extensive improvements to upgrade and enhance the security and access control.

11.5 Transport requirements

Distance from the UMP main campus will require special transport arrangements between the two properties, a distance of approximately six kilometres to address the student needs for interaction with the UMP students, socially and to partake in sports.

12. References

This report is a summary extraction form information provided by the following team members:

- Presentation to UMP management staff by Ludwig Hansen, work session held on 8 October 2015,
- Valuation and feasibility report on the Bundu Lodge and Conference Centre, prepared by Courtwell Consulting,
- Report on Town planning issues, prepared by Beth Heydenrych Town Planning Consultant,
- Brief report on Electrical installations prepared by PLP Consulting, and
- Brief report on Civil engineering installations prepared by SKCM Engineers

Annexures

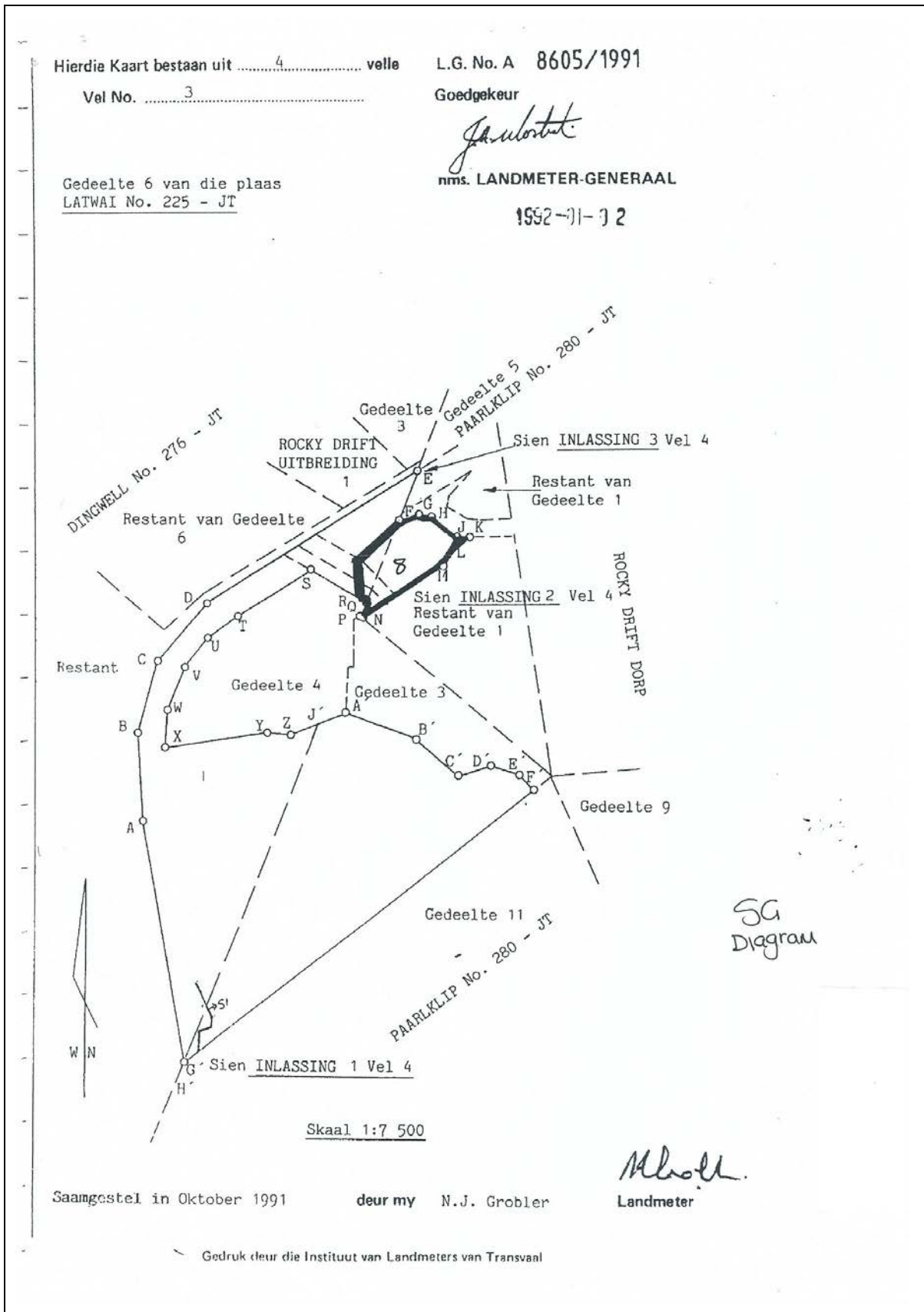
Annexure 1 – SG diagramme for Bundu Lodge property

Annexure 2 – Aerial photo of Bundu Lodge property

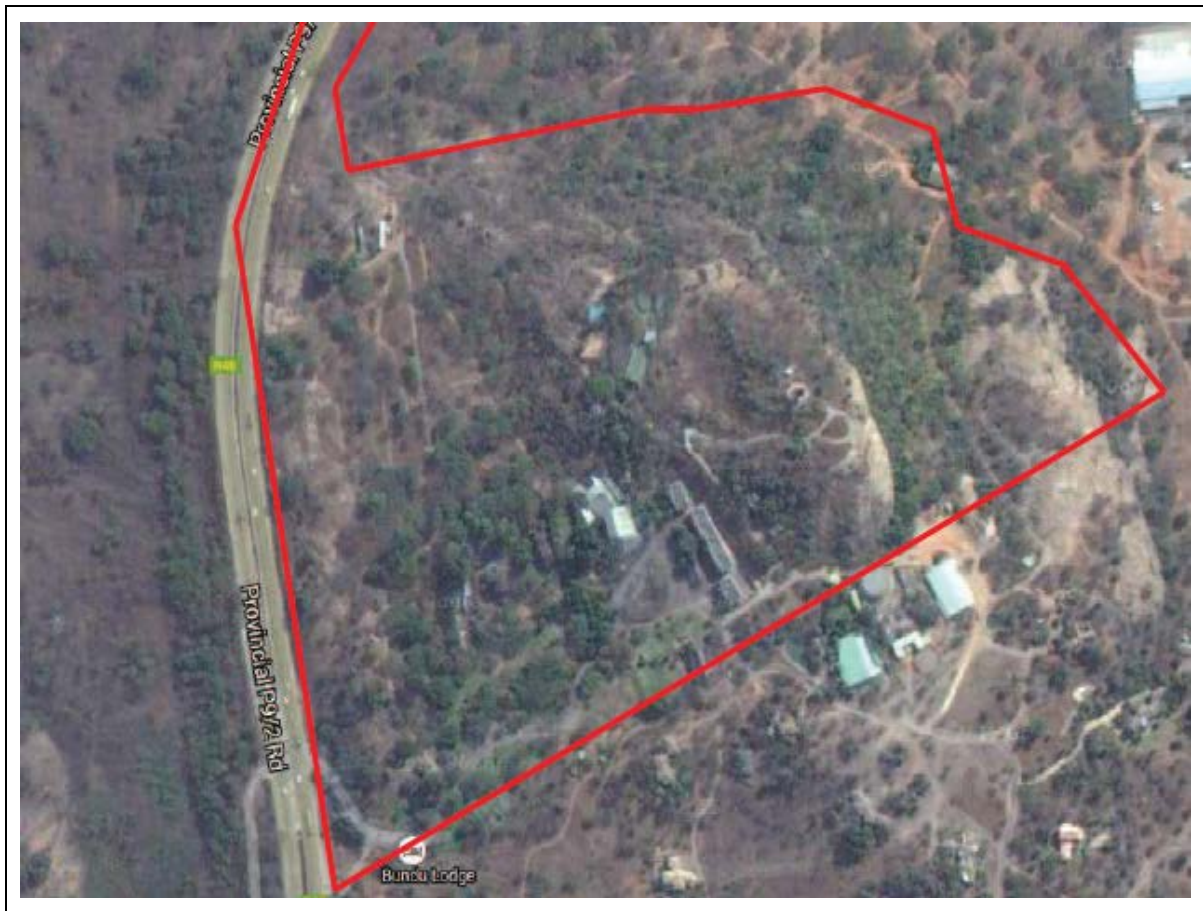
Annexure 3 – Possible locations of hospitality facilities on UMP Mbombela Campus

Annexure 4 – Possible locations of hospitality facilities on Portion 75 of Friedenheim farm

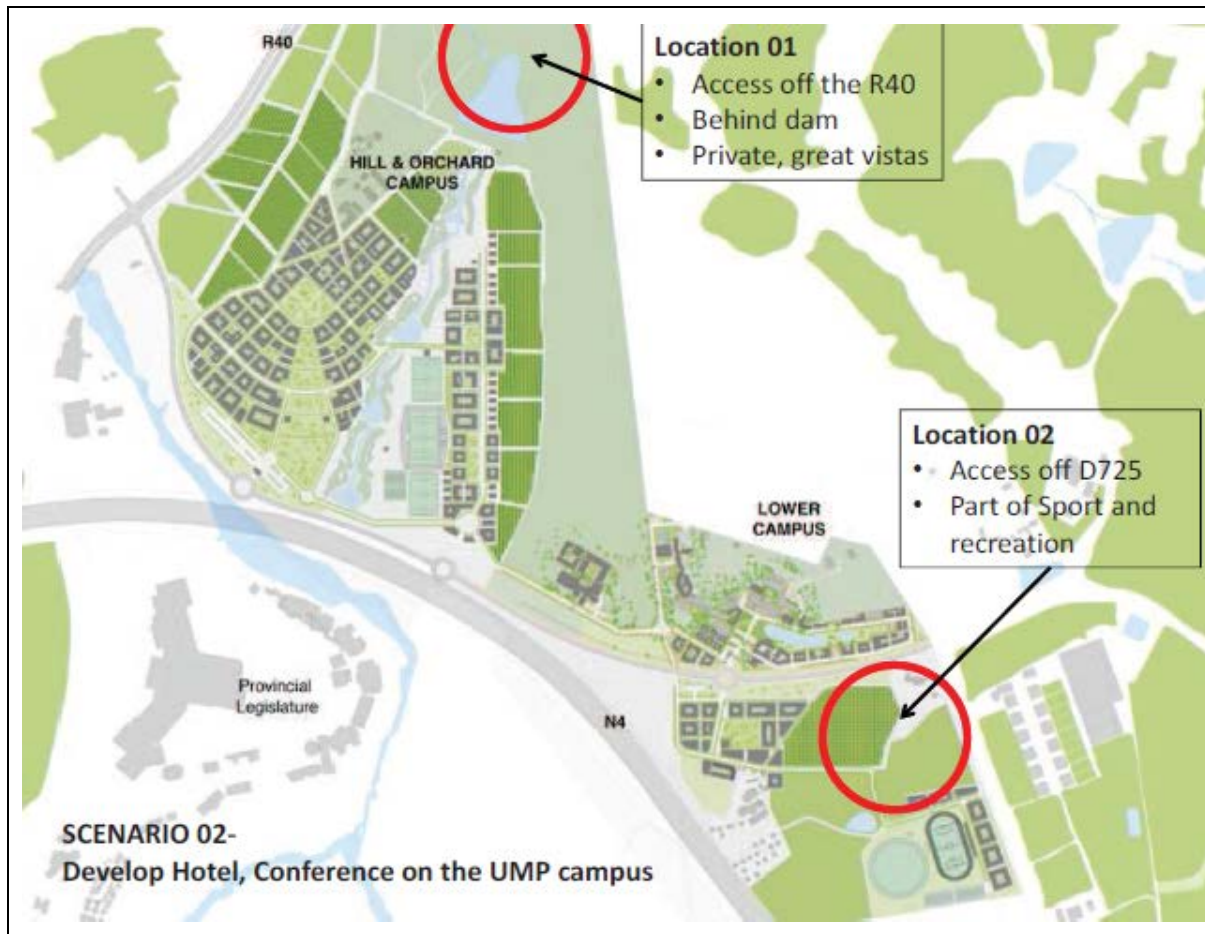
Annexure 1 – SG diagramme for Bundu Lodge property



Annexure 2 – Aerial photo of Bundu Lodge property



Annexure 3 – Possible locations of hospitality facilities on UMP Mbombela Campus



Annexure 4 – Possible locations of hospitality facilities on Portion 75 of Friedenheim farm

