



OCHO RIOS COMMERCIAL CENTRE LIMITED.



**CORPORATE &
STRATEGIC PLAN
BUDGET**

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1. EXECUTIVE SUMMARY

Ocho Rios Commercial Centre Limited (ORCC), a wholly owned subsidiary of the Urban Development Corporation (UDC), owns and operates the Ocean Village Shopping Centre (OSVC). The UDC's parent ministry is the Ministry of Economic, Growth and Job Creation.

As a statutory agency, the organization has to adhere to section 7 of the Public Bodies Management & Accountability Act, hence, the preparation of this Corporate Plan and Budget for the financial years 2020- 2024.

The entity's strategic objectives were created from its Division - Subsidiary Management & Revenue Generation's goals which are aligned to the Group's Corporate Objectives for the period 2020- 2024. The procedures to achieve these objectives were formulated based on the environmental scan and stakeholder analysis conducted.

The budget was prepared in compliance with the parameters received from Ministry of Finance & the Public Service.

1.1 Overview

The Ocho Rios Commercial Centre Limited (ORCC), a wholly owned subsidiary of the Urban Development Corporation (UDC), owns and operates the Ocean Village Shopping Centre (OVSC). The company's registered office is 12 Ocean Boulevard, Kingston Mall, Kingston and its administrative office is housed at the complex situated at 29 Main Street, Ocho Rios, St. Ann. The centre was built in 1972 by the UDC and became operational in 1974, to complement its resort and residential properties within the environs of Ocho Rios.

The Ocean Village Shopping Centre is an established retail and commercial destination consisting of four (4) blocks measuring 73,034 square feet which includes ten (10) offices and seventy six (76) shops. Its competitors are Beecham Plaza, Island Plaza, and Eight Rivers Town Centre.

The primary function of the organization area is to provide effective and efficient maintenance services to the building, grounds and gardens. It is also responsible for the rental of all the lettable spaces and the timely collection of rental and maintenance fees.

1.2 Vision

To make Ocho Rios Commercial Centre Limited the premier provider of commercial spaces in Ocho Rios.

1.3 Mission

Ocho Rios Commercial Centre Limited will make Ocean Village Shopping Centre the shopping centre of choice by providing timely maintenance services to our valued tenants, while maximizing our financial returns.

- **Team:** Growing and developing our employees by cultivating a great place to work
- **Customers:** Achieving customer satisfaction by delivering a quality experience for our customers
- **Parent Company:** Achieving consistent and reliable performance for our shareholders
- **Corporate Social Responsibility:** Utilizing ethical business practices whilst maintaining and enhancing our position as a good corporate citizen within the environs of St. Ann

1.4 Slogan

Your one stop shopping mall

2. URBAN DEVELOPMENT CORPORATION'S CORPORATE OBJECTIVES

1. To assure the sustained financial viability of the Corporation by increasing our revenues 6.5% annually, while decreasing expenses by a minimum of 1% below prior year total expenses compared after accounting for inflation.
2. To plan, implement, manage and facilitate economic, social and environmental projects that will contribute \$16 B in infrastructure investment to the Public Sector Investment Program annually.
3. Enhancing UDC's brand equity and reputation by utilizing partners and focusing on responsive customer service to achieve a customer satisfaction index of 90% by 2021.
4. To embrace evidence-based performance measurement in all core areas through set standards by accomplishing at minimum 90% of each target in Divisional and Departmental objectives.

3. STRATEGIC OUTCOMES

The strategic objectives for ORCC are in tandem with those set by its parent company – Urban Development Corporation (UDC)

3.1 Financial:

UDC - To ensure the sustained financial viability of the Corporation by increasing our revenues 6.5% annually while decreasing expenses by a minimum of 1% below prior year total expenses after accounting for inflation.

- ORCC - To increase revenue from current source by 18% to \$45.83M and generate \$4.47M in revenue from new source.
- To ensure that total expenses related to current operations is 1% lower than the previous year total, after adjusting for inflation, such that total expenses for the budget year is equal to or less than \$26.34M.

- To ensure adequate liquidity to fund operations by reducing rent receivables by at least 19%, so that the outstanding balance total is no more than \$23.71M.
- To ensure that the ORCC's resources are not used to finance maintenance expenses by matching revenues received from tenants for maintenance, and thereby produce a break even performance on maintenance operations.

3.2 Customer

UDC - Enhancing UDC's brand equity and reputation by utilizing partners and focusing on responsive customer service to achieve a customer satisfaction index of 90% by 2021

- ORCC- To preserve the complex and its equipment by implementation of a planned Maintenance Preventative programme.
- To achieve 85% customer satisfaction by effecting repairs to defects identified through inspection as well as those reported by tenants within seven (7) working days of reports.
- To partner with private and public entities to host at least one event per quarter to create awareness of retail and service offerings and maintain the entity's brand within the environs of St. Ann.
- To build competent teams to undertake the entity's assigned task to ensure operational efficiency

3.3 Evidence Based Performance

UDC - To embrace evidence-based performance measurement in all core areas through set standards by accomplishing at minimum 90% of each target in Divisional and Departmental objectives

- ORCC - To achieve 98 % occupancy of leased premises

4. ENVIRONMENTAL SCAN

SWOT

4.1 Strengths

- Ocean Village Shopping Centre has been the main shopping centre in Ocho Rios for over 45 years. Many people have been accustomed to shopping there because of its variety of stores.
- Profitable - Generation of sufficient cash to fund operations.
- Strong maintenance service to clients/tenants – Bi-monthly inspection of plant and scheduled servicing of all equipment.
- Good communication with tenants - Quarterly tenants’ meetings.
- It’s convenient location.
- Community Focus - Support activities by providing location/venue for events to statutory and service organizations namely: Jamaica Cultural Development Commission (JCDC), Kiwanis International and The Jamaica Cancer Society St Ann & St. Mary Branch.

4.2 Weaknesses

- Inability to fully exercise collection and premises repossession protocols and procedures, particularly in the case of tenants that are GOJ entities.
- Inadequacy of the required number of permanent employees - This means that certain critical functions are carried out by HEART trainees that serve for a finite period of time, thereby necessitating costly retraining.
- Reputation - Lack of trust from tenants based on the numerous rumours regarding the future status of the complex involving the proposed Re-development Plan.
- The building is showing its age and lacks modern equipment/facilities/service (generator and elevator/escalator).
- Ocean Village Shopping Centre has a food court that offers little to the shopping experience.
- Nonexistence of integration between the parking lots.

4.3 Opportunities

- Location – Strategically positioned to serve as venue for hosting events and for rental of lettable spaces. Our centrality, proximity to the beach, open spaces, parking facilities offers a significant competitive advantage over our competitors
- Competitive rental rates- Despite the presence of new entrants, spaces are in demand as we have the lowest rental rates in the area and our units are constantly in demand. This is supported by our centrality, access to multiple and diverse providers and availability of parking spaces.
- Implementation of the Redevelopment Plan.- To have larger leasing spaces, indoor parking facilities and linkage of existing car parks enabling easier exit from the facility, greater visibility and more rental income from external spaces.
- Promenade linkage to cruise ship terminal- This is an opportunity to attract more patrons to the promenade thereby boosting the viability of the shops located in this area through activities geared at promoting the area thus obtaining rental income.
- Host more events to include children such as back to school promotions, health fairs, and public education functions thereby generating further rental income.
- Advertising pamphlets- In conjunction with the marketing department, ORCC needs promotional brochures to distribute to potential users who want to utilise our location for outside radio broadcasts, promotional activities,
- This benefits ORCC in two main ways, visibility and rental income.

4.4 Threats

- Impromptu termination of contracts. Tenants' uncertain of the continuity of their businesses due to the pending re-development plan
- Competition: Two new entrants
- Security – No perimeter fencing of the plaza so unauthorized persons roam the property
- No Succession Plan in place- A proposed organizational structure, inclusive of provisions to facilitate succession planning, was submitted to the UDC and is awaiting approval.
- Reputation

- **High Accounts Receivable-** This amount has increased significantly over the last two years due to excess maintenance expenditure that is to be recovered from the tenants. The excess expenditure arose primarily from unexpected increases in utilities cost.

Pestel

The political, economic, social, technological, environmental and legal (PESTEL) factors were reviewed in 2019 September, to inform ORCC of the strategic planning process it needs to undertake to maintain and enhance its financial viability.

4.5 Political

The country is experiencing a stable political environment. The next General Election is constitutionally due in 2021.

4.6 Economic

- **Movement in Foreign Exchange:** The Jamaican dollar has been depreciating against the United States dollar. During the 2019 September to 2019 November 15, the Jamaican dollar has been constantly fluctuating from \$136 to \$140. These changes will impact the ORCC's purchasing power and the cost to access goods and services used by the entity.
- **Threat of Global Recession:** Economists have indicated that the world may be heading for an economic recession due to the trade war between China and the United States of America. The last global recession was in 2008 and Bank of Jamaica had forecasted that the impact for same would be felt in 2021 by Jamaica.

- **Revenue Generation from Parking Facilities**

Ocho Rios is one of the most popular areas visited during public holidays and its associated weekends due to the many recreational and leisure activities housed as well as the many parties being host due to its geographical location and its close proximity to the Edward Seaga Highway. In light of these occasions there is an increase demand for parking facilities. An informal research was conducted of the five (5) properties within close proximity to Ocean Village and their parking capacity total 273. Hence there is a need for parking facilities in the town of Ocho Rios, during the holiday (Easter, summer and Christmas) and Cruise Ship November to April) period The entity's parent company should consider the development of modern mufti storey car park at Turtle Rive Road Car Park which currently

houses sixty three (63) parking bays as well as the undeveloped land at Lot 1 (Turtle River Park and Taj Mahal). This seems to be a profitable venture that can increase the entity's return on capital employed.

4.7 Legal

Stipulations have been put in place which makes filling void spaces somewhat difficult as same must first be advertised in printed media before applications are considered- Ministry Paper No. 34.

Environmental Approach

Safeguarding the environment through tight controls is a high priority for our parent company and as such its subsidiaries are mandated to conform. The group's implementation of its environmental management initiative seeks to:

1. Build and maintain the Group's reputation
2. Reduce the Business Risk for the Group
3. Ensure the Group's compliance with national and international environmental regulations and legislation

The entity will achieve these objectives through.

Environmental Education & Outreach: This plan will include activities to educate the entity's stakeholders on the importance of environmental management, and its benefits vis a vis:

- Employees are trained in chemical safety and handling procedures by way of:
- Proper labelling
- Proper storage
- Have system in place to manage any potential spill
- Dos and don'ts in mixing chemicals for usage/distribution
- Tenants are exposed to sensitization sessions in order to ensure that their operations do not have a negative impact on the environment or on the safety of users of the facility.

STAKEHOLDER ANALYSIS

The stakeholders of ORCC comprise the tenants (external customers) the team members (internal customers) and parent company - the UDC.

Stakeholder's Perspective						OCC's Perspective		
Stakeholder	Interests	Influence	Needs	Wants	Expectations	Needs	Wants	Expectations
Tenant	High	High	Competitive rental fees; Location; Amenities; Space	Create public awareness of service and product offerings	Transparent and timely communication	Pay fees on time and in full	Maintain tenancy Quality product and support	Adhere to terms and condition of lease agreement
Employees	High	High	Job Security	Recognition	Adequate compensation	Performance via competencies	Loyalty	Efficiency in carrying out assigned tasks
Parent Company	High	High	Financial sustainability	Return on Investment	Remain profitable	Timely disbursement of treasury funds to operate plant	Circulate communication issues affecting entity New revenue generation	Provide technical support In all areas: HR, Facilities Management

RISK ANALYSIS

For this organization the areas of risk are as listed:

6.1 Financial:

- Tenants defaulting on rental payments, resulting in high accounts receivable balance. The parent company policy of fully providing for amounts due 90 days and over could result in decreased profitability when there is an increase in the receivables that fall in these ageing categories
- Uncertainty of entity as a Going Concern
- Competition

6.2 Customer- (a)

Staffing:

- Current staff complement insufficient and so persons have to work additional hours, which may lead to fatigue and re-working of some tasks. Additional staff required was included in the submission to parent company in relation to the new organizational structure.
- Remuneration not commensurate with job functions, based on new duties to conform to the various regulatory requirements the entity is required to adhere to.
- Job Descriptions were written over forty-five years ago, hence persons are doing tasks not on their Job Description based on the change in operations. New job descriptions were submitted to the UDC with the proposed new organizational structure earlier mentioned.
- There is no upward mobility opportunities in the entity

(b) Property

- Fire – Shingle roof on buildings
- No perimeter fencing so easy access for stray animals (dogs and cats) and unauthorised persons
- Contracted Private Security: Frequent changes of security personnel and so constant orientation of entity's operation has to be done, and at times, because it is a Contract for Service, security guards tend to take instructions with scant regards resulting in complaints from tenants and customers.
- Unexpected breakdown of machinery due to age, wear and tear.

**(c) Customer
Service:**

- Loss of customer interest in leasing spaces which will lead to increase void (unrented) spaces and resulting decrease profitability.
- Damage to reputation
- Underutilization of the complex retail and service offerings.

CURRENT PERFORMANCE

Net Profit

The unaudited financial results for ORCC Limited reflected an after tax profit of \$5.6M for the period ended September 2019, which was 2% (or \$119K) lower than the budget (\$5.72M), and 17% (or \$828K) above the previous year \$4.77M. The year over year performance was the result of the combined opposing effects of the 15% (or \$2.43M) increase in income and the 13% (or \$1.33M) increase in operating expenses.

The 2% (or \$119K) favourable variance from budget was the net result of the 16% (or \$3.65M) shortfall in projected revenues (actual of \$18.96M, budgeted \$22.61M) and the 23% (or \$3.49M) by which actual operating expenses (of \$11.5M) was less than the budgeted \$14.99M.

Income

Total income at \$18.96M was 16% below budget but was 15% above the prior year and was comprised of:

- (a) Lease Income from property rental stood at \$16M for the period which was 6% (or \$955K) higher than the previous year (\$15.02M), due mainly to the 10% rate increases on several of the larger tenants. The reported \$16M of lease income was 19% or \$3.M) lower than the budgeted \$17.78M due to higher than expected void lettable space.
- (b) Other Income, mainly from the rental of open spaces for event hosting and the operation of the Turtle River car park, stood at \$2.98M which was 5% (or \$152K) higher than budgeted and 50% (or \$1.48M) above the previous year (\$1.5M)

Operating Expenses

Operating Expenses at \$7.83M was 20% (or \$1.26M) higher than the previous year (at \$6.41M), but was 30% (or \$3.41M) lower than the budgeted \$11.23M. The positive budget variance was due primarily to the \$3.23M provided for Promenade maintenance that did not materialize as operations did not commence.

MEDIUM TERM FINANCIAL PROJECTIONS

In the medium term the organization is projecting profitable performance (pre-tax) in each of the next five (5) years as follows:

	2019/20	2020/21	2021/22	2022/23	2023/24
Property Lease Income (\$M)	33.57	35.57	41.92	46.09	48.04
Property Lease Income- Promenade (\$	-	4.47	4.92	5.49	5.49
Other Income (\$M)	5.34	5.78	6.03	6.33	6.04
Total Revenues (\$M)	38.90	45.83	52.86	57.91	59.57
Total Expenses (\$M)	(25.53)	(21.81)	(22.28)	(22.97)	(23.35)
Pretax Operating Profit (\$M)	13.38	24.02	30.59	34.94	36.22
Change		80%	27%	14%	4%

Almost 90% of annual revenues will be earned from lease income, which are in turn determined by contractual arrangements. ORCC's ability to expand revenue sources is therefore very limited as the flexibility is not present in the current operational configuration. Achieving profitability targets will largely hinge on the following:

1. Maximizing the revenues generated from the rental of the premises. This will be achieved by keeping unrented space at or below budgeted levels.
2. The rental rate being charged by the entity is also of concern as its current structure depresses the return on assets utilized. However, before any meaningful increase in rates can be considered, an extensive renovation and upgrade of the premises would have to be undertaken to increase competitiveness with other similar entities in the area.
3. Containing costs at or below budgeted levels. In its practical application this must mean that a strict program of budgetary management must be implemented, wherein prospective expenses are matched with the budget before actual commitments are made to incur those expenses.
4. Additionally, the organization will need to review the current partition of indirect expenses between the tenants and itself. Currently, such expenses (to include the salaries of administration personnel) are shared 60:40 between the tenants and ORCC,

and in some instances fully borne by the entity. These ratios will have to be reviewed to determine whether or not the current split is sufficient to allow the entity to recover all costs incurred in the provision of maintenance services to the tenants.

5. Minimizing bad debt charges by keeping rent receivables at or below budgeted levels by the rigorous application of the collections and receivables management protocols.
6. Strategically, the organization needs to be defined in terms of giving the plaza an identity and thereafter use that defined identity to guide tenant selection and operational focus. For example, a strategic decision has to be taken about what the plaza should be offering in the future (e.g. should the focus be on operating as a business office complex), which in turn would drive operational processes (retrofitting of offices, the type of marketing programs, staffing, etc.).
7. Some \$4.47M in new revenues is expected from the leasing of the kiosks at the upgraded promenade at Turtle Walk 5B. All necessary arrangements must be in place by the beginning of the budget year if the projected revenues are to be realized.

HUMAN RESOURCE CAPACITY PLAN

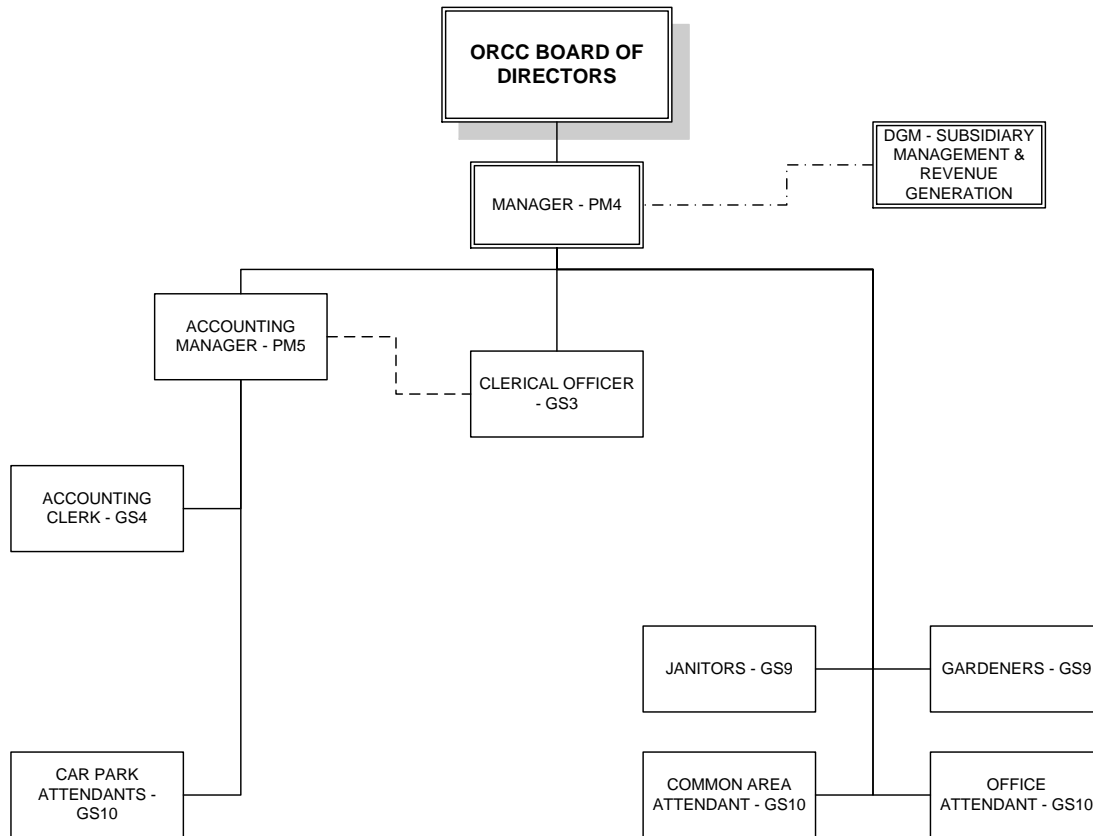
The entity's staff complement totals twenty two (22), broken down as follows:-

- 1 Manager
- 1 Accounting Manager (Contract)
- 1 Clerical Officer
- 1 Cashier (Contract)
- 1 Accounting Clerk
- 1 Office Attendant (Temporary)
- 1 Common Area Attendant (Contract)
- 6 Janitors (4 permanent, 1 contract, 1 temporary)
- 2 Gardeners (1 permanent 1 temporary)
- 6 Car Park Attendants (2 permanent 4 temporary)
- 1 Relief Common Area Attendant (Saturdays Only)

ORGANIZATIONAL CHART

The organization commenced operation in 1974, with its income being generated from the fees collected from leased premises. In order to ensure that stakeholders' needs are met the business has evolved and other means of revenue generation were implemented such as the rental of green areas for corporate events and the management of parking facilities. In addition the entity's management now has additional responsibilities with the various regulatory requirements such as the Public Bodies Management and Accountability Act, (2010) which addresses governance and accountability of public bodies. With these added time sensitive obligations, the current staff complement is insufficient, remuneration is not commensurate with responsibilities and the 1974 organizational chart and job descriptions be revised.

OCHO RIOS COMMERCIAL CENTRE ORGANIZATIONAL CHART



OCHO RIOS COMMERCIAL CENTRE LIMITED STAFFING LEVELS						
POSITION	FY18-19 COUNT	FY19-20 COUNT	FY20-21 COUNT	FY21-22 COUNT	FY22-23 COUNT	FY22-24 COUNT
Manager	1	1	1	1	1	1
Accounting Manager	1	1	1	1	1	1
Clerical Officer	1	1	1	1	1	1
Accounting Clerk	1	1	1	1	1	1
Cashier	1	1	1	1	1	1
Janitors	6	6	6	6	6	6
GardenerS	2	2	2	2	2	2
Common Area Attendants	2	2	2	2	2	2
Office Attendant	1	1	1	1	1	1
Car Park Attendants	6	6	6	6	6	6
	22	22	22	22	22	22

BUDGET EXECUTIVE SUMMARY

Assumptions and Objectives

Major budgetary assumptions and inclusions were follows:

1. The inflation rate of 4.2% supplied by the MOFP was used where appropriate.
2. An exchange rate of US\$1=JA\$133 was used in the budget
3. Staff costs increase of 5% (four-year wage agreement) was applied for FY20/21 and inflation rates were used for the years FY21/22-23/24.
4. Manpower levels are assumed to be the same as for the previous year.
5. In keeping with the corporate objectives of the UDC, revenue growth for FY20/21 is to be $\geq 10\%$ above the previous year.
6. Where applicable and practical, a zero based approach was utilized.

Pre-tax Profits

The projections for FY 20-23 shows expected pre-tax operating profits as follows:

	2019/20	2020/21	2021/22	2022/23	2023/24
Property Lease Income	33,566,192	35,573,970	41,920,292	46,091,263	48,043,151
Property Lease Income- Promenade		4,468,800	4,915,680	5,488,560	5,488,560
Other Income	5,336,913	5,783,374	6,026,276	6,327,590	6,039,360
Total Revenues	38,903,105	45,826,144	52,862,248	57,907,413	59,571,071
Total Expenses	(25,525,238)	(21,807,621)	(22,275,958)	(22,966,837)	(23,346,290)
Net Operating Profit	13,377,867	24,018,523	30,586,290	34,940,576	36,224,781
		80%	27%	14%	4%

FY2020/21 Budget Highlights

KEY INDICATORS	Actual 2018-19	Projected 2019-20	Budgeted 2020-21	Change	% Change
Pretax Operating Profit (\$M)	11.70	13.38	24.02	10.64	80%
Total Income (\$M)	34.06	38.90	45.83	6.92	18%
Total Expenses (\$M)	22.36	25.53	21.81	(3.72)	-15%
Rent Receivable (\$M)	16.02	29.32	23.71	(5.61)	-19%
Average Rental Rate (\$)	454.56	484.28	513.55	29.27	6%
Occupancy	98.10%	98.10%	98.00%	(0.00)	-0.1%
Maintenance Rate (\$)	981.01	1,128.63	1,068.56	(60.07)	-5%
Maintenance Surplus/(Deficit) (\$M)	(9.05)	4.12	0.000	(4.12)	-100%
Car Park Rates (\$)	150.00	150.00	200.00	50.00	33%

EXECUTIVE SUMMARY (continued)

1. Total Income FY 19/20

Lease Income

The operating income of **\$45.83M** for FY 20/21 will be generated mainly from lease rental income of \$40.04M, and represent an **18%** increase over the previous year. Some **\$4.47M** of the lease income is expected from eight (8) kiosks situated on the upgraded promenade at Turtle Walk 5B (**rented at US\$350 each per month**). The remaining **\$35.57M** of lease income will be earned from the shops/offices at Ocean Village Shopping Centre. The lease rates for seventy two (72) shops/offices will be increased by 10% in November 2021.

Other Income

Other income is expected at **\$5.78M**, representing an **8%** increase over the previous year, and will primarily be earned from the net income of the **Turtle River Road Car Park (\$4.74M)**. The budget factors in a parking fee of **\$300** per vehicle for the use of the park, up from the **\$250** in the previous year. The car park also earns revenue from corporate rental at **\$7,000** per day (excluding ship days and holiday weekends)

Other sources of income will include property usage fees for private events and billboard hosting. The rate for Events is increased by 10% in the budget.

2. *Total Expenses FY 20/21*

The total expenses of **\$21.81M** represent a **15%** decrease over the previous year. The expense total includes **\$3.05M** for Turtle River Road Car Park. The details of the expenses are provided in the **Budgeted Statement of Comprehensive Income on Page 26**

3. *Cash Surplus FY 20/21*

Cash inflows from Rental and Maintenance Income are projected at **90%** of the amounts due from tenants for the year. The expected surplus for FY20/21 is **\$46.95M**, derived from inflows of **\$140.63M** net of the budgeted outflows of **\$95.75M**. Monthly net flows represent the amounts transferred between UDC/ORCC each month. Details are provided on **Page 27**

4. *Occupancy Rate FY20/21*

Occupancy is projected to remain at previous year levels at **98%** as there is no expectation of any significant voluntary vacation of premises by tenants, and in any event empty shops/offices are usually rented relatively quickly.

EXECUTIVE SUMMARY (continued)

5. *Maintenance Surplus/(Deficit) FY20/21*

The maintenance budget was casted on the break-even principle, which required a projected rate (per square footage) of **\$1,068.56** (or **5%** lower than the previous year).

The details are provided in the **Budgeted Maintenance Statement on Page 8**.

OCHO RIOS COMMERCIAL CENTRE LTD
BUDGETED STATEMENT OF FINANCIAL POSITION

	Notes	Unaudited 31-Mar-19	Estimated 31-Mar-20	30-Jun-20	30-Sep-20	31-Dec-20	31-Mar-21	31-Mar-22	31-Mar-23	31-Mar-24
ASSETS										
Non-Current Assets										
Property, Plant and Equipment	2	2,110,686	1,825,100	1,674,428	1,523,756	1,373,085	1,222,413	635,791	168,494	-
Investment Property	3	513,708,479	513,708,479	513,708,479	513,708,479	513,708,479	513,708,479	513,708,479	513,708,479	513,708,479
Retirement Benefit Asset	3	31,240,000	31,240,000	31,240,000	31,240,000	31,240,000	31,240,000	31,240,000	31,240,000	31,240,000
Total Non Current Assets		547,059,165	546,773,579	546,622,907	546,472,235	546,321,563	546,170,891	545,584,269	545,116,973	544,948,479
Current Assets										
Cash and Cash Equivalents	4	7,013,308	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,791	2,004,790	2,004,791
Taxation Recoverable		1,044,584	146,975	146,975	146,975	146,975	146,975	146,975	146,975	146,975
Accounts Receivable	5	10,524,828	18,195,530	14,016,845	13,983,325	14,011,692	14,067,979	14,851,362	15,669,916	16,521,880
Maintenance cost receivables		11,826,775	(4,123,076)	(180,238)	730,750	941,774	(24)	(24)	(0)	0
Due from parent corporation		20,037,484	47,739,564	53,997,003	57,191,613	64,441,500	78,028,380	86,030,068	110,116,585	137,780,425
Total Current Assets		50,446,979	63,963,783	69,985,375	74,057,453	81,546,731	94,248,100	103,033,173	127,938,266	156,454,072
Total Assets		597,506,144	610,737,362	616,608,281	620,529,688	627,868,294	640,418,991	648,617,442	673,055,238	701,402,550
EQUITY AND LIABILITIES										
Equity										
Share Capital		1,088,975	1,088,975	1,088,975	1,088,975	1,088,975	1,088,975	1,088,975	1,088,975	1,088,975
Retained Earnings		483,000,841	494,696,502	504,729,903	504,729,903	504,729,903	504,729,903	522,743,795	545,683,512	571,888,944
Profit or Loss		8,771,746	10,033,400	4,146,161	8,541,694	13,304,289	18,013,892	22,939,717	26,205,432	27,617,297
Total Equity		492,861,562	505,818,878	509,965,039	514,360,571	519,123,167	523,832,770	546,772,487	572,977,919	600,595,217
Non-current Liabilities										
Redeemable Preference Shares		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Deferred tax liability	6	71,506,350	71,506,350	71,506,350	71,506,350	71,506,350	71,506,350	71,506,350	71,506,350	71,506,350
Total Non-current Liabilities		71,706,350	71,706,350	71,706,350	71,706,350	71,706,350	71,706,350	71,706,350	71,706,350	71,706,350
Current Liabilities										
Income Tax Payable		4,089,925	39,476	1,411,661	2,866,970	4,444,632	5,975,023	7,537,765	8,543,810	8,927,779
Accounts payable		28,848,307	33,172,659	33,525,232	31,595,797	32,594,146	38,904,848	22,600,840	19,827,159	20,173,204
Total Current Liabilities		32,938,232	33,212,135	34,936,893	34,462,767	37,038,778	44,879,871	30,138,605	28,370,969	29,100,984
Total Liabilities		104,644,582	104,918,485	106,643,243	106,169,117	108,745,128	116,586,221	101,844,955	100,077,319	100,807,333
Total Equities and liabilities		597,506,144	610,737,362	616,608,282	620,529,688	627,868,294	640,418,991	648,617,442	673,055,238	701,402,550

OCHO RIOS COMMERCIAL CENTRE LTD
BUDGETED STATEMENT OF COMPREHENSIVE INCOME

		UNAUDITED	ESTIMATED	QUARTERLY PROJECTIONS 2020/21				PROJECTIONS			
	Notes	2018/19	2019/20	Q1	Q2	Q3	Q4	2020/21	2021/22	2022/23	2023/24
REVENUE											
Lease Income -Buildings		30,708,367	33,566,192	9,465,788	9,686,681	10,305,551	10,584,750	40,042,770	46,835,972	51,579,823	53,531,711
Miscellaneous Income		1,131,335	1,899,517	293,720	293,720	421,830	37,500	1,046,771	1,090,735	1,145,272	1,201,390
Net Car Park Income		2,220,912	3,437,397	1,059,789	1,349,211	1,192,808	1,134,796	4,736,603	4,935,541	5,182,318	5,436,251
Total Revenue		34,060,614	38,903,105	10,819,298	11,329,612	11,920,188	11,757,047	45,826,144	52,862,248	57,907,413	60,169,353
EXPENSES											
Salaries and Related Expenses	7	7,052,694	7,814,099	1,593,682	1,772,172	1,740,959	1,582,685	6,689,499	6,970,458	7,318,981	7,677,611
External Audit Fees	7	864,064	956,338	313,319	313,319	269,190	269,190	1,165,018	1,165,018	1,223,269	1,283,209
Accountancy (Tax) Fees	7	-	-	-	-	126,927	-	126,927	132,258	138,870	145,675
Internal Professional Fees	7	-	100,000	50,000	50,000	50,000	50,000	200,000	208,400	218,820	229,542
Other Professional Fees		32,000	-	-	-	-	-	-	-	-	-
Management Fees	8	7,499,375	7,221,128	1,851,013	1,851,013	1,851,013	1,851,013	7,404,051	7,404,051	7,404,051	7,404,051
Directors Fees		124,000	185,800	104,800	52,400	104,800	52,400	314,400	327,605	343,985	360,840
Directors Expenses		80,502	92,605	44,424	22,212	44,424	22,212	133,273	138,870	145,814	152,959
Asset User Fees		169,575	169,575	42,394	42,394	42,394	42,394	169,575	176,697	185,532	194,623
Company Registration		-	15,000	-	25,000	-	-	25,000	26,050	27,353	28,693
Advertising and Promotions		111,018	85,400	-	-	-	-	-	-	-	-
Canteen Expenses		229,320	171,938	46,204	46,204	46,204	46,204	184,818	192,580	202,209	212,117
Security		1,935,956	2,133,828	586,452	645,393	625,356	652,683	2,509,884	2,615,299	2,746,064	2,880,622
Property Taxes			-	207,156	207,156	207,156	207,156	828,625	828,625	828,625	828,625
Donations and Subscriptions		42,350	70,312	20,154	10,154	30,154	20,154	80,617	84,002	88,203	92,524
Printing and Stationery		19,094	31,743	31,869	31,869	31,869	31,869	127,477	132,831	139,472	146,306
Bad Debt Provisions		814,242	2,987,529	(371,696)	(371,696)	(371,696)	(371,696)	(1,486,782)	(1,486,782)	(1,486,782)	(1,486,782)
Unrecoverable Maintenance	9	1,493,424	911,568	377,656	377,656	377,656	377,656	1,510,623	1,510,623	1,661,686	1,661,686
Repairs and Maintenance		98,774	56,056	5,789	5,789	5,789	5,789	23,154	24,127	25,333	26,575
Miscellaneous	10	693,744	1,489,566	113,131	113,131	113,131	113,131	452,524	471,530	495,107	519,367
Telephone Expenses		23,529	18,509	3,173	3,173	3,173	3,173	12,693	13,226	13,887	14,568
Electricity		30,019	20,080	9,519	9,519	9,519	9,519	38,078	39,677	41,661	43,703
Taxation Penalties and Interest		65,090	-	-	-	-	-	-	-	-	-
Asset Tax		200,000	150,000	-	-	-	250,000	250,000	250,000	250,000	250,000
Bank Charges		80,988	115,855	32,170	32,170	32,170	32,170	128,681	134,086	140,790	147,689
Small Tools		30,188	-								
Garbage Disposal		-		79,200	79,200	79,200	79,200	316,800	330,106	346,611	363,595
Depreciation		675,006	728,309	150,672	150,672	150,672	150,672	602,687	586,622	467,297	168,494
Total Expenses		22,364,953	25,525,238	5,291,082	5,468,902	5,570,061	5,477,576	21,807,621	22,275,958	22,966,837	23,346,290
Operating Profit		11,695,661	13,377,867	5,528,215	5,860,710	6,350,127	6,279,471	24,018,523	30,586,290	34,940,576	36,823,063
Tax Payable		(2,923,915)	(3,344,467)	(1,382,054)	(1,465,178)	(1,587,532)	(1,569,868)	(6,004,631)	(7,646,572)	(8,735,144)	(9,205,766)
Profit/(Loss)		8,771,746	10,033,400	4,146,161	4,395,533	4,762,595	4,709,603	18,013,892	22,939,717	26,205,432	27,617,297

OCHO RIOS COMMERCIAL CENTRE LTD
CASH BUDGET FY 2020-21

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
INFLOWS													
Lease Income -Buildings	2,839,736	2,839,736	2,839,736	2,891,147	2,912,429	2,914,437	2,934,247	3,165,323	3,175,425	3,175,425	3,175,425	3,175,425	36,038,493
Maintenance Income	5,664,837	5,664,837	5,664,837	5,664,837	5,664,837	5,664,837	5,664,837	5,664,837	5,664,837	5,664,837	5,664,837	5,664,837	67,978,047
Daily Parking Fees	511,159	489,784	403,142	604,070	690,110	447,716	608,411	521,469	592,260	574,526	496,757	592,845	6,532,249
Contract Parking Fees	33,696	33,696	33,696	33,696	33,696	33,696	33,696	33,696	33,696	33,696	33,696	33,696	404,352
Other Income	200,561	72,451	200,561	200,561	200,561	72,451	200,561	72,451	328,671	72,451	72,451	72,451	1,766,178
GCT Collected	1,067,720	1,067,720	1,067,720	1,067,720	1,067,720	1,067,720	1,067,720	1,067,720	1,067,720	1,067,720	1,067,720	1,067,720	12,812,645
Payment on AR	1,087,388	1,087,388	5,210,464	1,087,388	1,087,388	1,087,388	1,087,388	1,087,388	1,087,388	1,087,388	1,087,388	1,087,388	17,171,726
Total Inflows	11,405,097	11,255,612	15,420,156	11,549,419	11,656,741	11,288,245	11,596,859	11,612,884	11,949,997	11,676,043	11,598,274	11,694,362	142,703,690
OUTFLOWS													
Salaries and Related Benefits	1,625,421	1,576,523	1,883,571	1,914,150	1,877,288	1,728,375	1,593,608	1,599,374	1,851,161	1,598,980	1,569,792	1,277,289	20,095,529
External Audit Fees	-	388,339	388,339	970,849	970,849	970,849	-	-	-	-	-	-	3,689,225
Subscriptions	3,385	3,385	13,385	3,385	3,385	3,385	13,385	3,385	13,385	13,385	3,385	3,385	80,617
R & M - Landscaping	108,840	-	3,498	85,794	-	25,544	55,100	-	38,316	67,690	-	-	384,783
R & M - Building	58,250	58,250	632,013	58,250	872,003	632,013	58,250	58,250	981,513	58,250	58,250	-	3,525,290
R & M - Electrical	-	-	314,793	-	-	314,793	-	-	314,793	-	-	-	944,379
R & M - General	74,859	87,552	74,859	74,859	98,129	127,745	74,859	87,552	76,678	76,678	99,948	-	953,719
R & M - Plumbing	71,363	117,902	71,363	71,363	117,902	73,536	73,536	120,075	73,536	73,536	73,536	-	937,646
R & M - AC Units	-	42,309	-	-	42,309	-	-	42,309	-	-	42,309	-	169,235
R&M - Equipment	-	-	53,386	-	-	16,366	-	-	53,386	-	-	10,577	133,715
Printing, Stationery	80,433	233,258	82,806	201,041	10,623	153,768	75,311	29,239	153,768	20,862	10,623	-	1,051,731
Postage, Courier	3,161	3,161	3,161	3,161	3,161	3,161	3,161	3,161	3,161	3,161	3,161	3,161	37,926
Garbage Collection	226,845	226,845	226,845	226,845	226,845	226,845	226,845	226,845	226,845	226,845	226,845	226,845	2,722,140
Electricity	343,045	343,045	343,045	343,045	343,045	343,045	343,045	343,045	343,045	343,045	343,045	-	3,773,492
Water	745,733	745,733	745,733	745,733	745,733	745,733	745,733	745,733	745,733	745,733	745,733	-	8,203,066
Sewerage	745,733	745,733	745,733	745,733	745,733	745,733	745,733	745,733	745,733	745,733	745,733	-	8,203,066
Telephone	22,492	22,492	22,492	22,492	22,492	22,492	22,492	22,492	22,492	22,492	22,492	-	247,417
Security	1,477,713	1,488,391	1,442,180	1,516,006	1,524,376	1,470,067	1,506,385	1,470,637	1,586,603	1,519,438	1,436,998	143,088	16,581,883
Cleaning	14,100	54,822	71,081	112,997	14,100	54,822	14,100	55,317	14,594	57,353	14,594	-	477,881
Bank Charges	10,723	10,723	10,723	10,723	10,723	10,723	10,723	10,723	10,723	10,723	10,723	10,723	128,681
Directors Fees	52,400	-	52,400	-	52,400	-	52,400	-	52,400	-	52,400	-	314,400
Directors Expenses	22,212	-	22,212	-	22,212	-	22,212	-	22,212	-	22,212	-	133,273
Adv and Promotions	89,124	13,497	71,671	36,766	112,393	13,497	164,751	16,196	563,038	16,196	16,196	-	1,113,324
Canteen Expenses	40,300	35,646	35,646	40,300	35,646	35,646	40,300	35,646	35,646	40,300	35,646	15,401	426,126
GCT Remittances	668,517	668,517	668,517	668,517	668,517	668,517	668,517	668,517	668,517	668,517	668,517	668,517	8,022,202
GCT Withheld Remittances	535,564	543,190	671,157	587,305	643,351	665,395	556,141	513,590	827,688	512,015	497,578	671,493	7,224,467
Miscellaneous	107,660	107,660	107,660	107,660	107,660	107,660	107,660	107,660	107,660	107,660	107,660	37,710	1,221,968
Corporate Taxes	-	-	9,869	-	-	9,869	-	-	9,869	-	-	39,476	69,084
Trade Payables	63,295	63,295	63,295	63,295	63,295	63,295	63,295	63,295	63,295	63,295	63,295	63,295	759,535
Total Cash Outflow	7,191,167	7,580,268	12,954,510	8,610,269	9,334,171	9,232,872	7,237,542	6,968,773	9,605,790	6,991,886	6,870,670	3,170,960	95,748,877
Net Cash Flows	4,213,930	3,675,344	2,465,647	2,939,151	2,322,570	2,055,372	4,359,318	4,644,112	2,344,208	4,684,157	4,727,604	8,523,402	46,954,814
Net Transfers (to)/from UDC	(4,213,930)	(3,675,344)	(2,465,647)	(2,939,151)	(2,322,570)	(2,055,372)	(4,359,318)	(4,644,112)	(2,344,208)	(4,684,157)	(4,727,604)	(8,523,402)	(46,954,814)
Balance b/f from previous period	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790
Net Cash/Cash Equivalents	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790	2,004,790

OCHO RIOS COMMERCIAL LIMITED
BUDGETED STATEMENT OF CASH FLOWS
FOR FY 2020-21

	Unaudited 31-Mar-19	Estimated 31-Mar-20	30-Jun-20	30-Sep-20	31-Dec-20	Budgeted 31-Mar-21
CASH FLOWS FROM OPERATING ACTIVITIES						
Profit/(loss) for the period	8,771,746	10,033,400	4,146,161	8,541,694	13,304,289	18,013,892
Adjustments for:						
Taxation	2,923,915	3,344,467	1,382,054	2,847,231	4,434,763	6,004,631
Finance Charges Expense	80,988	115,855	32,170	64,341	96,511	128,681
Depreciation	675,006	728,309	150,672	301,344	452,016	602,687
Operating cash flows before movement in working capital	12,451,655	14,222,031	5,711,057	11,754,610	18,287,579	24,749,892
Changes in:						
(Increase)/Decrease in receivables	(8,099,376)	9,176,758	235,847	(641,621)	(881,012)	4,498
Increase/(Decrease) in payables	4,835,870	4,324,351	352,573	(1,576,861)	(578,513)	5,732,189
	(3,263,506)	13,501,110	588,420	(2,218,482)	(1,459,525)	5,736,688
Finance Charges paid	(80,988)	(115,855)	(32,170)	(64,341)	(96,511)	(128,681)
Income tax paid	(1,147,834)	(4,471,000)	(9,869)	(19,738)	(29,607)	(69,084)
Net cash provided/(used) by operating activities	7,959,327	23,136,286	6,257,438	9,452,048	16,701,935	30,288,814
CASH FLOWS USED IN INVESTING ACTIVITIES						
(Additions)/Disposals of plant, property and equipment	(406,551)	(442,723)	(0)	(0)	(0)	(0)
(Additions)/Disposals to investment property	-	-	-	-	-	-
	(406,551)	(442,723)	(0)	(0)	(0)	(0)
CASH FLOWS USED IN FINANCING ACTIVITIES						
Increase/(Decrease) parent company funding	(6,058,218)	(27,702,081)	(6,257,438)	(9,452,049)	(16,701,936)	(30,288,815)
Net cash provided/(used) by financing activities	(6,058,218)	(27,702,081)	(6,257,438)	(9,452,049)	(16,701,936)	(30,288,815)
Net increase/(decrease) in cash and cash equivalents	1,494,559	(5,008,518)	(0)	(0)	(0)	(1)
Cash and cash equivalents at the beginning of the period	5,518,748	7,013,308	2,004,790	2,004,790	2,004,790	2,004,790
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	7,013,307	2,004,791	2,004,790	2,004,790	2,004,790	2,004,788

**OCHO RIOS COMMERCIAL CENTRE LTD
MAINTENANCE BUDGET FY 2020-21**

	Notes	Unaudited 2018-19	Estimated 2019-20	Q1 2020-21	Q2 2020-21	Q3 2020-21	Q4 2020-21	Budgeted 2020-21
REVENUE								
Maintenance Income		67,849,270	78,204,529	18,882,791	18,882,791	18,882,791	18,882,791	75,531,164
Daily Parking Fees		1,397,669	1,383,661	344,295	392,685	529,333	529,333	1,795,646
Contract Parking Fees		660,240	493,692	101,088	101,088	101,088	101,088	404,352
Other Income		604,290	426,155	179,852	179,852	179,852	179,852	719,407
Total Revenue		70,511,470	80,508,037	19,508,026	19,556,416	19,693,063	19,693,063	78,450,568
EXPENSES								
Salaries and Related Expenses	7	22,086,583	25,926,567	5,064,430	5,320,237	4,876,049	4,888,107	20,148,824
Repairs & Mtce - Landscaping		403,078	299,365	112,338	111,338	93,416	71,022	388,115
Repairs & Mtce - Building		3,562,839	4,494,184	748,513	1,562,265	1,098,013	748,513	4,157,303
Repairs & Mtce - Electrical		824,095	989,775	314,793	314,793	314,793	314,793	1,259,173
Repairs & Mtce - General		1,573,334	1,403,328	237,270	300,733	239,089	316,768	1,093,860
Repairs & Mtce - Computer Eqpt		23,819	250	10,577	10,577	10,577	10,577	42,309
Repairs & Mtce - Plumbing		1,005,644	1,166,347	260,628	262,801	267,146	267,146	1,057,722
Repairs & Mtce - AC Units		30,000	60,000	42,309	42,309	42,309	42,309	169,235
Repairs & Mtce - Equipment		8,882	21,590	37,020	-	37,020	-	74,041
Repairs & Mtce - Furniture		19,800	-					-
Insurance-Buildings		1,559,736	1,555,145	388,786	388,786	388,786	388,786	1,555,145
Insurance-Public Liability		79,363	78,490	19,623	19,623	19,623	19,623	78,490
Insurance-Plant and Machinery		206	176	44	44	44	44	176
Insurance-Computers		4,682	3,484	871	871	871	871	3,484
Insurance-Business Interruption		353,268	380,671	95,168	95,168	95,168	95,168	380,671
Insurance-Electrical Eqpt		922	311	78	78	78	78	311
Insurance-Loss of Money		8,047	7,636	955	955	955	955	3,818
Insurance-Cash on premises				955	955	955	955	3,818
Property Taxes		3,314,500	3,314,500	828,625	828,625	828,625	828,625	3,314,500
External Audit Fees	7	1,296,091	1,529,926	469,979	469,979	403,785	403,785	1,747,527
Small Tools		188,665	-					-
Other Professional Fees		123,000						-
Professional Fees - Internal	7	-	150,000	75,000	75,000	75,000	75,000	300,000
Printing, Stationery		1,294,479	1,165,556	364,627	333,562	226,449	153,383	1,078,022
Postage, Courier Emails etc		41,274	34,149	9,482	9,482	9,482	9,482	37,926
Garbage Disposal		2,136,563	2,807,870	601,335	601,335	601,335	601,335	2,405,340
Electricity		3,657,615	3,715,573	1,024,374	1,024,374	1,024,374	1,024,374	4,097,498
Water		8,295,971	4,912,861	2,237,200	2,237,200	2,237,200	2,237,200	8,948,800
Sewerage		8,297,971	4,912,861	2,237,200	2,237,200	2,237,200	2,237,200	8,948,800
Telephone		231,722	390,054	64,304	64,304	64,304	64,304	257,217
Security		16,222,297	16,289,571	3,821,832	3,865,057	3,938,269	3,827,797	15,452,955
Cleaning		439,876	626,129	140,003	181,919	84,011	129,300	535,234
Advertising and Promotions		766,126	722,198	174,291	162,656	743,984	48,587	1,129,520
Canteen Supplies		123,589	115,479	65,388	65,388	65,388	65,388	261,553
Miscellaneous		198,411	222,483	209,848	209,848	209,848	209,848	839,394
Total Expenses		78,172,445	77,296,529	19,705,444	20,845,060	20,281,743	19,128,921	79,961,168
Maintenance Allocated to ORCC		(1,493,424)	(911,568)	(377,656)	(377,656)	(377,656)	(377,656)	(1,510,623)
Net Recoverable/(Payable)		(6,167,551)	4,123,076	180,238	(910,988)	(211,024)	941,798	24

ORCC Limited notes to the Projected Financial Statements for FY 2020-2021

1. Identification

The projections are for ORCC Ltd., a fully owned subsidiary of the UDC. Income is derived primarily from rental of commercial office space and the rental of parking spaces.

2. Property, Plant and Equipment

Movement on this balance is due to primarily to depreciation as there is no expectation of significant acquisition of assets

3. Investment Property and Retirement Benefit Asset

The values in the budget are those as at March 31 2017. Values will be adjusted upon receipt of the property and actuarial valuations for the Investment Property and the Retirement Fund respectively.

4. Cash and Cash Equivalents

It is expected that the average cash/bank balance for the year will be \$2M.

5. Rent Receivable

This is shown net of Bad Debt Provision as follows:

	(\$M)
Rent Receivable	\$23.71
Provision for Bad Debts	<u>(9.63)</u>
	14.08

The **\$23.71M** represents a **19%** reduction from the previous year total of **\$29.32M**.

6. Deferred Tax Liability

Movements on this account are largely driven by appreciation in Investment Property and Retirement Benefit assets.

7. Expense Allocations

These amounts are split in the ratio of 40%:60% between ORCC Admin and Maintenance Operations.

8. Management Fees

No increase is projected for the budget year. The difference noted is due to GCT absorption rates being different for the previous year and the budget year.

ORCC Limited notes to the Projected Financial Statements for FY 2020-2021

9. Unrecoverable Maintenance Expense

This projection represents the 2% of lettable space that is expected to remain unrented (or void). It is computed as follows:

		Budgeted <u>2020/21</u>	Projected <u>2019/20</u>
Total Rentable Space (sq. ft.) -	70,685		
2% not rented		1,413.70	1,413.13
Budgeted Maintenance Rate x		1,068.56	1,128.63
		\$1.51M	\$1.59M

10. Miscellaneous Expenses

The \$451,775 total includes \$156,000 in respect of Promenade expenses for the provision of water and electricity for common areas.

FINANCIAL FORECAST

2020/2021-2023/2024

Ocho Rios Commercial Centre Limited

APPENDIX B

	UNAUDITED	ESTIMATED	PROJEC TED	PROJEC TED	PROJEC TED	PROJEC TED
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Statement 'A' Flow of Funds	\$M	\$M	\$M	\$M	\$M	\$M
1 Current Revenue	34.06	38.90	45.83	52.86	57.91	60.17
2 Current Expenses	(22.36)	(25.53)	(21.81)	(22.28)	(22.97)	(23.35)
3 Current Balance	11.70	13.38	24.02	30.59	34.94	36.82
4 Adjustments	(2.59)	14.23	6.34	(16.50)	(3.12)	(0.34)
Change in Accounts:						
Receivable/Payable	(3.26)	13.50	5.74	(17.09)	(3.59)	(0.51)
Items not requiring outlay of cash:						
Depreciation	0.68	0.73	0.60	0.59	0.47	0.17
Other Non-Cash Items	0.00	0.00		0.00	0.00	0.00
5 Operating Balance	9.11	27.61	30.36	14.09	31.82	36.49
6 Capital Account	(0.41)	(0.44)	(0.00)	0.00	0.00	0.00
Revenue						
Expenditure	(0.41)	(0.44)	(0.00)	0.00	0.00	0.00
Investment		0.00	0.00	0.00	0.00	0.00
Change in Inventory						
8 Transfers to Government	(1.15)	(4.47)	(0.07)	(6.08)	(7.73)	(8.82)
Dividend						
Loan Repayments						
Corporate Taxes	(1.15)	(4.47)	(0.07)	(6.08)	(7.73)	(8.82)
Other						
9 OVERALL BALANCE (5+6+7+8)	7.55	22.69	30.29	8.00	24.09	27.66
10 FINANCING (11+15)	(7.55)	(22.69)	(30.29)	(8.00)	(24.09)	(27.66)
15 Total Domestic (16+17+18)	(7.55)	(22.69)	(30.29)	(8.00)	(24.09)	(27.66)
16 Banking System	(1.49)	5.01	0.00	(0.00)	0.00	(0.00)
Loans (Change)						
Overdraft (Change)	-	0.00				
Deposits (Change)	(1.49)	5.01	0.00	(0.00)	0.00	(0.00)
17 Non-Banks (Change)						
18 Other (Change)	(6.06)	(27.70)	(30.29)	(8.00)	(24.09)	(27.66)

2020/21 FINANCIAL FORECAST
DETAILS OF REVENUE AND EXPENDITURE

OchoRios Commercial Centre Limited

APPENDIX B1

Details of Revenue and Expenditure	AUDITED	ESTIMATED	PROJEC TED	PROJEC TED	PROJEC TED	PROJEC TED
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
CURRENT REVENUE	\$M	\$M	\$M	\$M	\$M	\$M
Revenue	30.71	33.57	40.04	46.84	51.58	53.53
Other Income	3.35	5.34	5.78	6.03	6.33	6.64
TOTAL	34.06	38.90	45.83	52.86	57.91	60.17
CURRENT EXPENSES						
Compensation						
A. Directors, Executive & Senior Managers	4.16	4.40	3.76	3.95	4.13	4.34
- Salaries	3.96	4.22	3.64	3.83	4.01	4.21
- Pension Fund Contributions	0.04	0.04	0.05	0.06	0.06	0.06
- All Others	0.16	0.15	0.06	0.06	0.07	0.07
B. Supervisory, Clerical & Production	2.90	3.41	2.93	3.35	3.53	3.70
- Wages	1.81	1.99	1.35	1.42	1.48	1.56
- Pension Fund Contributions	0.02	0.03	0.01	0.01	0.01	0.01
- All Others	1.06	1.39	1.57	1.92	2.03	2.13
Depreciation	0.68	0.73	0.60	0.59	0.47	0.17
Management fees expenses	7.50	7.22	7.00	7.40	7.40	7.40
Taxes (Other than Income Tax)			0.00	0.00	0.00	0.00
Other Expense	7.14	9.76	7.52	6.99	7.43	7.74
TOTAL	22.36	25.53	21.81	22.28	22.97	23.35
CAPITAL REVENUE						
Proceeds from disposal of Investment Property						
Inflows from Joint Venture						
Other						
TOTAL		0.00	0.00	0.00	0.00	0.00
CAPITAL EXPENDITURE						
GOJ Capital Projects						
Agency Projects						
UDC's Infrastructure Works Projects						
UDC's Specially Funded Projects						
UDC's Planning Projects						
UDC's Maintenance Projects						
Fixed Assets	(0.41)	0.44	0.00	0.00	0.00	0.00
Other Projects	0.00	0.00	0.00			
TOTAL	(0.41)	0.44	0.00	0.00	0.00	0.00

FINANCIAL FORECAST
2020/2021 Monthly

OCHO RIOS COMMERCIAL CENTRE LIMITED

APPENDIX B2

	APR	MAY	JUN	Q1	JUL	AUG	SEP	Q2	OCT	NOV	DEC	Q3	JAN	FEB	MAR	Q4	TOTAL
	2019-20	2019-20	2019-20	2019-20	2019-20	2019-20	2019-20	2019-20	2019-20	2019-20	2019-20	2019-20	2019-20	2019-20	2019-20	2019-20	2019-20
Statement 'A' Flow of Funds	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
1 Current Revenue	3.69	3.52	3.61	10.82	3.82	3.91	3.60	11.33	3.82	3.87	4.22	11.92	3.93	3.87	3.96	11.76	45.83
2 Current Expenses	(1.78)	(1.64)	(1.87)	(5.29)	(1.88)	(1.82)	(1.77)	(5.47)	(1.89)	(1.68)	(2.01)	(5.57)	(1.69)	(1.71)	(2.08)	(5.48)	(21.81)
3 Current Balance	1.91	1.88	1.74	5.53	1.94	2.10	1.83	5.86	1.94	2.20	2.22	6.35	2.24	2.16	1.87	6.28	24.02
4 Adjustments	0.98	0.47	(0.71)	0.73	(0.35)	(1.10)	(1.21)	(2.66)	1.10	1.12	(1.31)	0.91	1.12	1.24	4.99	7.35	6.33
Change in Accounts:																	
Receivable/Payable	0.93	0.42	(0.76)	0.58	(0.40)	(1.15)	(1.26)	(2.81)	1.05	1.07	(1.36)	0.76	1.07	1.19	4.94	7.20	5.73
Items not requiring outlay of cash:																	
Depreciation	0.05	0.05	0.05	0.15	0.05	0.05	0.05	0.15	0.05	0.05	0.05	0.15	0.05	0.05	0.05	0.15	0.60
Other Non-Cash Items	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Prior Year Adjustment		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5 Operating Balance	2.88	2.35	1.03	6.26	1.59	1.00	0.62	3.20	3.04	3.32	0.90	7.26	3.36	3.40	6.86	13.63	30.35
6 Capital Account	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Revenue																	
Expenditure	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Investment		0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		
Change in Inventory																	
7 Transfers from Government		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Loans																	
Equity																	
On-Lending																	
Other																	
8 Transfers to Government	0.00	0.00	(0.01)	(0.01)	0.00	0.00	(0.01)	(0.01)	0.00	0.00	(0.01)	(0.01)	0.00	0.00	(0.04)	(0.04)	(0.07)
Dividend																	
Loan Repayments																	
Corporate Taxes	0.00	0.00	(0.01)	(0.01)	0.00	0.00	(0.01)	(0.01)	0.00	0.00	(0.01)	(0.01)	0.00	0.00	(0.04)	(0.04)	(0.07)
Other																	
9 OVERALL BALANCE (5+6+7+8)	2.88	2.35	1.02	6.25	1.59	1.00	0.61	3.19	3.04	3.32	0.89	7.25	3.36	3.40	6.82	13.59	30.28
10 FINANCING (11-15)	(2.89)	(2.35)	(1.02)	(6.26)	(1.59)	(1.00)	(0.61)	(3.20)	(3.04)	(3.32)	(0.89)	(7.25)	(3.36)	(3.40)	(6.82)	(13.59)	(30.31)
11 Total Foreign (12+13+14)		0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		
12 Government Guaranteed Loans		0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		
Disbursement																	
Amortization																	
13 Direct Loans		0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		
Long Term:		0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		
Disbursement																	
Amortisation																	
Short Term:		0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		
Change in Trade Credits																	
14 Change in Deposits Abroad																	
15 Total Domestic (16+17+18)	(2.89)	(2.35)	(1.02)	(6.26)	(1.59)	(1.00)	(0.61)	(3.20)	(3.04)	(3.32)	(0.89)	(7.25)	(3.36)	(3.40)	(6.82)	(13.59)	(30.31)
16 Banking System	(0.00)	0.00	0.00	(0.00)	0.00	(0.00)	0.00	(0.00)	0.00	0.00	(0.00)	(0.00)	0.00	0.00	0.00	(0.00)	(0.02)
Loans (Change)																	
Overdraft (Change)	-	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		
Deposits (Change)	(0.00)	0.00	0.00	(0.00)	0.00	(0.00)	0.00	(0.00)	0.00	0.00	(0.00)	(0.00)	0.00	0.00	0.00	(0.00)	(0.02)
17 Non-Banks (Change)																	
18 Other (Change)	(2.89)	(2.35)	(1.02)	(6.26)	(1.59)	(1.00)	(0.61)	(3.19)	(3.04)	(3.32)	(0.89)	(7.25)	(3.36)	(3.40)	(6.82)	(13.59)	(30.29)

NET CREDIT REPORT

Ocho Rios Commercial Centre Limited

APPENDIX D

	\$JM		
	Balance as at 31/03/2020	Balance as at 31/03/2021	Change
Total Financing	45,735	76,024	30,289
A. Foreign Financing	0.00	0.00	0.00
Long -term loans & Advances	0.00	0.00	0.00
Medium term loans & Advances	0.00	0.00	0.00
Short-term financing	0.00	0.00	0.00
Trade credit			
Banks			
Less: Deposits at Bank	0.00	0.00	0.00
B. Domestic Financing	45,735	76,024	30,289
1. Banks	(2,005)	(2,005)	0
Loans & advances	0.00	0.00	0.00
Less: Deposits	(2,005)	(2,005)	0
Less: CDs	0.00	0.00	0.00
1.1 Bank of Jamaica	0.00	0.00	0.00
Loans & advances			
Less: Deposits			
Less: CDs			
1.2 Commercial banks*	(2,005)	(2,005)	0
Loans & advances	0.00	0.00	0.00
Less: Deposits	(2,005)	(2,005)	0
2. Nonbank fin. Intermediaries	-	-	-
Loans & advances	0	0	-
Less: Deposits	-	-	-
3. Other public sector	47,740	78,028	30,289
Loans & (advances)	47,740	78,028	30,289
Less: LRS	-	-	-
Less: Treasury bills			
Less: BOJ CD 's & Other Deposits			
4. Private sector	-	-	-
Loans & advances			-
Less: Debentures			-
Less: Stocks & Shares	-	-	-
less: Other (Broker Investment)*	-	-	-

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