

HACIENDA CANTAMAR

Five-Year Market & Gross Revenue Report

Competitive positioning, boutique buyout advantage, tourism alignment and operating outlook

EXECUTIVE CONCLUSION

Hacienda Cantamar is supportable as an upscale/luxury, experience-led boutique destination with approximately **\$3.844 million** in Year 1 gross revenue, growing to approximately **\$5.920 million** in Year 5. The five-year base case totals approximately **\$24.579 million**. Its competitive advantage is not room count; it is the ability to combine private lodging, two restaurants, three bars, brewery, speakeasy, commercial spa, saltwater pool, entertainment and concierge-led regional experiences within an exclusive small-property buyout.

Prepared for

Portia

Project sponsor

Priscilla P. Cueva / Curlypri México, S. de R.L. de C.V.

Planning basis

Preconstruction project; contemplated 2026 acquisition and 2028 grand opening. All amounts are in U.S. dollars unless stated otherwise.

This report presents a forward-looking planning case, not a guarantee, appraisal, audited forecast or statement of profit. Gross revenue precedes operating expenses, taxes, financing, capital costs and reserves.

1. Investment and operating thesis

Hacienda Cantamar is planned as a gated, ocean-oriented boutique hospitality compound in the Primo Tapia/Puerto Nuevo corridor. The economic model is deliberately diversified: eight lodging units support, but do not define, the business. The larger opportunity comes from public-facing food and beverage, destination weddings, complete-property buyouts, spa and pool access, a production brewery, private experiences and regional concierge services.

- Eight lodging units: four hotel suites, three self-contained casitas and a premium penthouse.
- Two restaurants operating seven days a week from 7:00 a.m. to 10:00 p.m.: a 57-seat main restaurant with its own bar and a 36-seat rooftop restaurant with a casual kitchen, bar and dumbwaiter support.
- Three distinct bars: main-floor restaurant bar, rooftop bar and a 23-person underground speakeasy adjoining the brewery.
- A planned 5-BBL brewhouse, with the physical design capable of future expansion to 10 BBL, supporting onsite sales, experiences and selective distribution.
- A two-level commercial wellness complex: five interconnected treatment rooms (up to seven simultaneous treatment guests), 20-person jacuzzi, 10-person sauna, multipurpose studio, wellness/oxygen bar, saltwater pool and public day-pass products.
- Weddings and events for up to 140-150 guests, a separately rentable 15-person banquet room, poolside events and a multipurpose concert area.
- Security-managed gated entry, valet service, concierge planning and add-on shuttle transportation to the border, airports, Valle de Guadalupe, Ensenada, Rosarito and local recreation.

POSITIONING	The recommended market position is upscale/luxury with attainable entry points . One-night stays keep the experience accessible, while the penthouse, private speakeasy use, full-property buyouts and concierge-curated itineraries create premium spending opportunities.
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Capital context

The current planning basis is approximately \$6.0 million for construction plus approximately \$700,000 ROM for furnishings, equipment and installation, including the brewery. This \$6.7 million known completion estimate excludes the acquisition price for Curlypri México and excludes the two land parcels, which are owned by Priscilla P. Cueva individually and are to be valued separately.

2. Five-year gross revenue forecast

The forecast assumes an opening-year ramp followed by stabilization of lodging, food and beverage, wellness, brewery and events. Bundled buyouts are recognized once: internal accounting may allocate a buyout among lodging, food, staffing and venue use, but the same sale is not counted again in multiple departments.

Revenue stream	Year 1	Year 2	Year 3	Year 4	Year 5	5-year total
Lodging accommodations	\$624K	\$680K	\$740K	\$800K	\$860K	\$3.704M
Restaurants and non-brewery bars	\$1.500M	\$1.725M	\$1.950M	\$2.150M	\$2.300M	\$9.625M
Brewery and speakeasy	\$320K	\$380K	\$440K	\$500K	\$560K	\$2.200M
Spa, pool and wellness	\$600K	\$690K	\$780K	\$850K	\$920K	\$3.840M
Weddings, events and buyouts	\$800K	\$920K	\$1.050M	\$1.160M	\$1.280M	\$5.210M
TOTAL GROSS REVENUE	\$3.844M	\$4.395M	\$4.960M	\$5.460M	\$5.920M	\$24.579M

FIVE-YEAR RESULT

Gross revenue increases from **\$3.844 million** in Year 1 to **\$5.920 million** in Year 5, an approximate **11.4% compound annual growth rate**. Cumulative five-year gross revenue is approximately **\$24.579 million**.

Year 1 revenue composition

Department	Year 1	Share
Lodging accommodations	\$624K	16.2%
Restaurants and non-brewery bars	\$1.500M	39.0%
Brewery and speakeasy	\$320K	8.3%
Spa, pool and wellness	\$600K	15.6%
Weddings, events and buyouts	\$800K	20.8%

Approximately 84% of opening-year gross revenue is expected to arise outside lodging. This is strategically important: Hacienda Cantamar is designed as a destination hospitality platform whose restaurants, bars, brewery, spa and events can serve overnight guests, local residents, regional visitors and private groups.

Departmental planning logic

Department	Principal revenue drivers
Lodging	Eight units, breakfast included; penthouse includes three meals; one-night minimum; concierge and private-experience attachment.
Restaurants/bars	93 dedicated restaurant seats (108 including banquet room); two distinct concepts; seven-day operation; lodging, public, event and entertainment demand.
Brewery/speakeasy	Signature beer, public speakeasy, premium tequila, tastings, private reservations, event products and selective distribution.
Wellness	Seven simultaneous treatment guests, public day passes, couples services, hydrothermal access, classes, wellness/oxygen bar and poolside spending.
Events/buyouts	Weddings lead the mix; 140-150 guest maximum; \$45,000/day starting full-property bundle; alcohol and spa sold as add-ons.

3. Competitive market set and proximity

The most useful competitors are not identical to Hacienda Cantamar; they establish what the surrounding coastal market already supports in rooms, spa services, dining, weddings and ocean-view amenities. Distances below are approximate road-distance planning estimates from the Hacienda Cantamar site in the Puerto Nuevo/Primo Tapia corridor and should be confirmed with final entrance pins.

Property	Approx. distance	Representative room-rate snapshot	Spa / dining reference	Competitive meaning
Puerto Nuevo Baja Hotel & Villas	Adjacent / under 1 mile	\$236-\$469 nightly	Spa massages and restaurant/bar onsite; market spa treatments broadly \$65-\$135; coastal dining commonly \$20-\$45+ pp	Immediate full-service resort benchmark; family villas, pools, restaurant, spa and events up to 300.
Las Rocas Resort & Spa	About 4 miles north	\$296-\$337 nightly	Observed treatments broadly \$65-\$201; ocean-view restaurant/bar and complimentary direct-booking breakfast	Romance, oceanfront rooms, spa, pools, Jacuzzis and weddings; materially larger and publicly shared.
Rosarito Beach Hotel & Spa	About 13 miles north	\$179-\$869 nightly	60-minute massage roughly \$78-\$91; 90-minute \$110-\$143; hotel restaurants/bars; weddings \$118-\$206 pp	500-room regional resort benchmark with ballrooms and major event capacity.
Poco Cielo Hotel / Restaurant Bar	About 9-10 miles south	\$157-\$181 premium rooms; about \$417 for 3-bedroom unit	Destination restaurant/bar; representative coastal meal/check range broadly \$20-\$45+ pp	Small design-led coastal lodging comparator, but without Hacienda Cantamar's integrated service depth.

Pricing basis: representative owner-collected and published snapshots reviewed in July-August 2026. Room prices vary by date, occupancy, taxes, promotions and room category. Restaurant references are approximate market checks rather than fixed package guarantees. Rosarito Beach Hotel spa and wedding figures are supported by supplied 2026 materials.

Qualitative market finding

Firsthand stays and site observations supplied by the project sponsor indicated that some established coastal properties benefit from strong views, pools and recognized locations while portions of their room product may feel dated or provide an inconsistent sleep experience. This is qualitative evidence, not an engineering or brand audit. It nonetheless points to a plausible market gap for new construction, cohesive design, premium bedding, modern bathrooms, disciplined housekeeping and higher-touch service.

What the pricing says

- The market already supports meaningful oceanfront rates, including suite and penthouse pricing far above standard guestrooms.
- Published spa pricing supports a premium-but-accessible treatment ladder, couples products and paid hydrothermal access.
- Regional wedding packages demonstrate established willingness to purchase food, beverage, ceremony, staffing and venue services as one transaction.
- Hacienda Cantamar need not win on room volume. It can win on privacy, service integration, design coherence and the concentration of experiences within one controlled compound.

4. Service comparison

The table compares the properties at a strategic level. A check mark indicates the service is a material published or planned part of the property; 'limited' means the experience exists but is narrower or not integrated at the same level.

Service / attribute	Hacienda Cantamar	Puerto Nuevo	Las Rocas	Rosarito Beach Hotel
Boutique full-property buyout	Core differentiator	Not comparable	Not comparable	Not comparable
Eight-unit private compound	Yes	No - larger resort	No - larger resort	No - 500 rooms
Two restaurants / three bars	Yes	Restaurant/bar	Restaurant/bar	Multiple outlets
Production brewery	5 BBL; expandable	No identified onsite production	No identified onsite production	No identified onsite production
Public + reservable speakeasy	Yes	No comparable venue	No comparable venue	No comparable venue
Commercial spa	5 rooms + hydrothermal	Yes	Yes	Yes
Public pool/spa day passes	Planned	Pool amenities	Pool amenities	Pool amenities
Wellness studio / oxygen bar	Yes	No comparable program identified	Limited	Limited
Live music / concert design	Purpose-designed	Events	Events	Entertainment/events
Weddings/events	Up to 140-150	Up to 300	Yes	Up to 350 in listed ballroom
Concierge excursion design	Integrated and curated	Tourism access	Tourism content	Traditional resort concierge
Gated security + valet	Planned	Not primary differentiator	Not primary differentiator	Resort operations

COMPETITIVE CONCLUSION

The neighboring resorts can offer more rooms and larger banquet capacity. Hacienda Cantamar's defensible advantage is the opposite: **small enough to become entirely private, yet rich enough in amenities to feel like a complete luxury resort.**

Concierge and entertainment as revenue multipliers

Concierge service adds value beyond convenience. Airport and border shuttles, Valle de Guadalupe itineraries, Ensenada and Rosarito shopping/tourism, ziplining, Arenales off-road excursions, hiking and horseback riding can be sold as packages or commission-bearing add-ons. These services extend guest spend into the region while making Hacienda Cantamar the organizing center of the trip.

Live music supports restaurant traffic, rooftop use, speakeasy demand, weddings and branded monthly programming. The multipurpose parking/concert area, positioned between the brewery/speakeasy and pool/spa, allows the property to host entertainment without pretending to be a conventional ballroom resort. Monthly gospel concerts and cross-border choir/band participation also illustrate a community-facing program that can build awareness and goodwill while generating food and beverage sales.

5. The boutique buyout advantage

Puerto Nuevo Hotel & Villas, Las Rocas and Rosarito Beach Hotel can host weddings and groups, but their size means ordinary guests, restaurant patrons and resort operations continue around a private event. Hacienda Cantamar can sell something structurally different: controlled use of the entire destination.

STARTING
PRODUCT

Full-property buyout starting at **\$45,000 per day**, including all lodging, rooftop, staff, food and pool access. Alcohol, spa, premium speakeasy/brewery experiences, transportation, décor, production and specialty entertainment remain add-ons.

Why this matters to a buyer

- Privacy: one group controls arrival, lodging, food, pool access, entertainment and guest flow behind a security-managed gate.
- Emotional ownership: for the contracted period, the property feels like the client's private coastal estate rather than a reserved ballroom inside a public hotel.
- Operational integration: lodging, meals, staff and venue access are coordinated under one package, reducing handoffs and fragmented vendor management.
- Premium add-ons: alcohol, spa, private speakeasy access, brewery tastings, concierge transportation and live entertainment can raise the realized transaction above the starting price.
- Distinct clientele: destination weddings, executive teams, family celebrations, wellness retreats, brand activations, creators and security-conscious guests.

Illustrative opening-year mix	Volume	Average sale	Gross contribution
Full-property premium buyouts	6-10	\$45,000+	\$270K-\$450K+
Mid-sized weddings/private events	10-16	\$15K-\$30K	\$150K-\$480K
Poolside events	8-15	\$3.5K-\$10K	\$28K-\$150K
Banquet meetings/offsites	18-30	\$750-\$3K	\$14K-\$90K

The Year 1 events-and-buyouts forecast is \$800,000. The illustrative ranges above overlap by calendar and package composition; they are operating guides, not amounts to be added mechanically. Each contracted buyout must be recognized once, with internal departmental allocations used only for management accounting.

Buyer implication

The buyout proposition creates pricing power that room-by-room comparables cannot fully capture. It also gives a future operator a clear flagship product around which to organize weddings, corporate retreats and high-value private stays.

6. Tourism-report correlation

The Baja California Tourism Observatory's January-June 2024 report identifies the same demand themes embedded in Hacienda Cantamar: gastronomy, business tourism, health/wellness, romance and nature-oriented travel. It also states that destination competitiveness depends on better infrastructure, investment, visitor security and service quality - all directly relevant to a new gated, purpose-built hospitality project.

Tourism evidence	Reported signal	Hacienda Cantamar fit
Border market scale	Baja California remained Mexico's leading northern-border state for international land visitors; the report describes nearly 9 million in the first half of 2024 and continued recovery.	Short-drive destination with border/airport transportation and U.S.-market accessibility.
Product diversification	The report highlights gastronomy, business, health, romance and nature tourism as innovative state products.	Two restaurants, brewery, spa, weddings, meetings and concierge-led outdoor/Valle experiences.
Investment multiplier	Accommodation investment supports direct/indirect employment, gastronomy, health tourism and local commerce.	Multi-department operation and partnerships expand benefits beyond room revenue.
Quality imperative	The report emphasizes infrastructure, visitor security, service quality and evidence-based destination management.	New construction, gated access, valet, security, concierge and integrated operations.
Price pressure	Hotel and tourism-service inflation increased materially during the first half of 2024.	Supports careful escalation and dynamic pricing, while warning against treating 2026 snapshots as fixed 2028 rates.

The correlation is especially strong because the project does not rely on one tourism segment. A wedding guest can become a lodging, restaurant, spa, brewery and excursion customer during one stay. A corporate offsite can use the banquet room, restaurants, rooftop, spa and private buyout product. A leisure traveler can combine coastal lodging with Valle de Guadalupe or regional adventure activities.

Important interpretation

The state tourism report supports the direction of demand and the value of diversified visitor products; it does not independently prove Hacienda Cantamar's revenue forecast. The forecast remains an operating model based on planned capacity, representative market pricing and assumed utilization.

7. Alignment with the IMPLAN-led municipal plan

The Playas de Rosarito Municipal Development Plan 2025-2027 was coordinated within the municipality's planning framework, with IMPLAN serving as a technical and consultative planning body. The plan's Economic Impulse axis calls for growth of the productive sector and tourism by promoting the municipality's cultural, natural and gastronomic wealth, attracting private investment, diversifying tourism supply and encouraging innovation.

Municipal priority/action	Project alignment
Promote private investment and business growth	A buyer-funded preconstruction hospitality project with an estimated \$6.7M known completion basis before acquisition and other opening costs.
Diversify tourism segments and offers	Lodging, weddings, meetings, wellness, brewery, gastronomy, entertainment and regional excursions in one platform.
Promote meetings tourism	15-person banquet room, county-offsite interest, restaurants, rooftop, private buyouts and group transportation.
Promote private-sector tourism offerings and integrated routes	Concierge itineraries connecting Puerto Nuevo, Valle de Guadalupe, Ensenada, Rosarito, Arenales, hiking, horseback riding and ziplining.
Celebrate cultural, natural and gastronomic wealth	Puerto Nuevo corridor location, signature food and beer, tequila-focused speakeasy, ocean-oriented spa/pool and cross-border music programming.
Visitor security	Private gated entry, managed security, valet and controlled buyout access.
Primo Tapia planning and connectivity	Location within the southern municipal corridor, supported by regional road access; future second-parcel lodging can be linked by golf-cart circulation.

**PLANNING
CONCLUSION**

Hacienda Cantamar is not merely compatible with the plan in a general sense. Its mix directly advances several stated municipal objectives: **private investment, diversified tourism, meetings and events, regional route-building, gastronomy, innovation and visitor security.**

The alignment should be presented accurately

The municipal plan is policy context, not a project approval or revenue guarantee. Hacienda Cantamar's existing entitlements and technical materials stand on their own. The plan strengthens the strategic narrative by showing that the intended use fits the municipality's publicly stated development direction.

8. Key assumptions, sensitivities and diligence

The five-year case is commercially supportable as a planning model, but performance depends on execution. The largest sensitivities are restaurant covers and average checks, event calendar conversion, spa utilization, brewery production/distribution, labor depth, construction escalation and the operator's ability to preserve luxury service across many revenue centers.

Area	Current planning assumption	Diligence / control
Opening	Acquisition in 2026; grand opening in 2028	Integrated design, procurement, licensing and pre-opening schedule.
Capital	\$6.0M construction + \$700K ROM furnishings/equipment	Validate inclusions, escalation, contingency, pre-opening costs and working capital.
Food & beverage	Two venues; 7 a.m.-10 p.m.; public and event trade	Detailed menu engineering, labor model, seasonality and cover forecast.
Events	\$45K/day starting buyout; alcohol/spa extra	Package costing, blackout dates, parking/shuttle plan, noise and occupancy controls.
Wellness	Public day passes; seven simultaneous treatment guests	Treatment mix, therapist staffing, sanitation, capacity protections for hotel guests.
Brewery	5 BBL opening; future 10 BBL capacity; distribution	Production calendar, tank utilization, route-to-market and licensing compliance.
Pricing	2026 market snapshots inform a 2028 opening	Reprice at launch; use dynamic rates and annual competitor refresh.

Transaction structure

The entitlements are owned by Curlypri México, S. de R.L. de C.V. The contemplated buyer acquires the company and thereby preserves ownership continuity of the entitlement package. The two parcels are owned separately by Priscilla P. Cueva individually and are part of the contemplated overall sale, but land value is intentionally excluded from this report. The second parcel is treated as future expansion optionality, not existing Year 1 capacity.

Revenue versus value

The \$24.579 million figure is cumulative five-year gross operating revenue. It is not profit, enterprise value, land value or the present value of the entitlements. Valuation requires a separate margin model, capital schedule, discount rate, risk analysis and transaction structure.

9. Strategic conclusion for Portia

Hacienda Cantamar occupies a credible space between a small boutique inn and a conventional full-scale resort. It has only eight lodging units, yet it is designed with the revenue infrastructure of a much larger hospitality property: two restaurants, three bars, production brewery, public/private speakeasy, five-room commercial spa, hydrothermal facilities, saltwater pool, wellness programming, wedding/event capacity and regional concierge services.

That combination allows the project to pursue two markets at once. During ordinary operations, the public-facing restaurant, bar, brewery, spa and day-pass products create recurring local and visitor revenue. During private events, the entire compound can be reserved at a premium, converting its small scale into exclusivity rather than a limitation.

BOTTOM LINE

The base case supports approximately **\$24.579 million in cumulative five-year gross revenue**. The strongest strategic reason to acquire the project is not simply the forecast total; it is the differentiated product architecture: a fully entitled boutique destination capable of offering privacy, food, wellness, entertainment and concierge-led Baja experiences in a way that the surrounding large resorts cannot replicate.

Recommended next financial step

Convert this gross-revenue case into a departmental operating pro forma and Monte Carlo valuation using explicit ranges for occupancy, average daily rate, restaurant covers, event frequency, spa utilization, brewery output, labor, cost of goods, construction escalation, contingency and opening delay. That analysis can then distinguish entitlement/project value from land value and buyer completion capital.

Sources and evidence notes

Project and owner-supplied evidence

Hacienda Cantamar architectural plans and capacity documentation; owner-confirmed operating program; 3-, 5- and 7-BBL brewery quotations and production materials; Rosarito Beach Hotel 2026 wedding package; hotel booking, spa and dining screenshots collected in July-August 2026; and qualitative firsthand observations supplied by Priscilla P. Cueva.

Government and tourism sources

Observatorio Turístico de Baja California, *Panorama de la Actividad Turística en Baja California, Enero-Junio 2024*. Used for border-visitor recovery, tourism-product diversification, investment/employment effects and service-quality context.

Ayuntamiento de Playas de Rosarito / IMPLAN, *Plan Municipal de Desarrollo de Playas de Rosarito 2025-2027*, published February 28, 2025. Used for the Economic Impulse axis, tourism diversification, meetings tourism, private-sector promotion, visitor security and Primo Tapia planning context.

Official competitor websites consulted August 2, 2026

Puerto Nuevo Baja Hotel & Villas: <https://puertonuevohotelyvillas.com/en/> - confirms Puerto Nuevo location, family villas, restaurant, La Vid Spa, pools and event halls up to 300 guests.

Las Rocas Resort & Spa: <https://www.lasrocas.com/> - confirms oceanfront rooms/suites, breakfast offer, spa, pools, Jacuzzis, dining and regional experiences.

Poco Cielo Hotel: <https://www.pococielo.com/> - confirms boutique hotel/restaurant-bar positioning.

Rosarito Beach Hotel & Spa official site and owner-supplied 2026 materials - confirms large-resort scale, accommodation range, Casa Playa Spa services and wedding/event offerings.

Data limitations

Competitor rates are representative snapshots, not averages and not guarantees. Distances are rounded planning estimates. Published menus, packages and hotel rates change by date, season, tax treatment, occupancy and promotion. Qualitative property-condition observations reflect the sponsor's experience and should be independently refreshed during buyer diligence.