

# Business Plan

**Buffalo Luxury Tented Camps Ltd t/a TAASA Luxury Lodges & Camps**

Revision Date 12 August 2024



**TAASA Luxury Lodges & Camps**

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Signature

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Name (typed or printed)

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Date

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## TAASA Luxury Lodges & Camps

**Address.** TAASA Lodge Arusha Office - House No. 6, Ingira Street, Arusha  
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## TAASA Luxury Lodges & Camps



# Executive Summary

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## TAASA Luxury Lodges & Camps

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## I. Executive Summary

TAASA provides a culturally immersive experience through providing five star accommodation and a world class safari experience. We embrace the community and environment in which we operate, putting purpose before profit.

High end travel runs the risk of creating a false sense of reality to the traveler, by almost recreating the experience they would be accustomed to back home. The key for us is to provide that same level of comfort, whilst connecting our guests with the essence of Tanzania, through its people. This often results in guests returning with friends or family to share in this incredible experience.

Following a turbulent start as Buffalo Luxury Tented Camps, TAASA was established in 2018. The lodge was redesigned following a change in the shareholding, and the building of the brand and business began in earnest. At this time, TAASA had a management company responsible for the commercial performance and day to day running of the operation. We decided to operate independently and take control of our destiny. We built a team in Arusha to support and direct the lodge operations. This included all the important functions such as operations, finance, commercial (sales and marketing) and logistics/procurement. In 2019, TAASA secured the support of Roane Travel Design in the USA, and the upward trajectory of the business began. TAASA has traded profitably since 2021, and now looks to expand over the coming 5 years. In July 2025 we plan to open TAASA Migration Camp, a mobile luxury camp in the Serengeti National Park, and look to further expand and develop the portfolio in the medium term. We aim to be the circuit of choice in the Serengeti region, both for travelers and employees.

A large majority of our historical success has been from the USA. As of 2024, we are two years into diversifying our source markets, with particular focus on North America, Europe and Australia. Our travelers profile is typically middle-aged to retired, with a large focus on family and multi-generational travelers, in the upper income bracket.

Over the last five years we have assembled a team of industry experts to guide this business aligned to the accelerated growth and vision of the owners. Aside from in-country management with a vast array of experience, we have established a mission control office in South Africa to direct and support our guest offering and expansion efforts. These teams comprise of specific subject matter experts from development, operations, commercial and financial backgrounds, across multiple African countries.

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# Company Overview

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## II. Company Overview

<b>Business Name</b>	Buffalo Luxury Tented Camps Ltd t/a TAASA Luxury Lodges & Camps (see Appendix 1)
<b>Company Mission Statement</b>	<p>The TAASA Mission is to Empower, Protect and Explore:</p> <ul style="list-style-type: none"> <li>• Empower - Employ and empower members of our local community.</li> <li>• Protect - Preserve and protect the indigenous wildlife and natural species of the region.</li> <li>• Explore - Educate global travelers on the rich natural and cultural resources Tanzania has to offer.</li> </ul>
<b>Company Philosophy / Vision</b>	<p><b>Company Philosophy</b></p> <p>Honesty and Integrity:</p> <ul style="list-style-type: none"> <li>• Our guides don't just point out wildlife; they're truth-tellers. Whether it's the mating dance of flamingos or the stealthy approach of a leopard, honesty is our compass. We don't embellish; we celebrate the raw beauty of the savannah. And behind the scenes, our administrative team operates with unwavering integrity—transparent billing, ethical practices, and a commitment to doing right by our guests.</li> </ul> <p>Caring and Community:</p> <ul style="list-style-type: none"> <li>• When you step into our lodge, you're not a mere visitor; you're part of our extended family. We care about your comfort, your experiences, and your well-being. But our circle extends beyond the lodge canvas. We collaborate with local communities—to uplift lives. We assist in building schools, supporting healthcare initiatives, and celebrate cultural exchanges. Because a thriving community makes for a richer safari.</li> </ul> <p>Innovation:</p> <ul style="list-style-type: none"> <li>• The African wilderness is ancient, but our approach isn't stagnant. We blend tradition with innovation. Our safari vehicles are equipped with modern comforts to elevate your safari experience. We're not just chasing the Big Five; we're pioneering new ways to connect guests with nature.</li> </ul> <p>We hold a <b>vision</b> for our business to grow the essence of the TAASA brand and the warmth of African hospitality across multiple countries on the continent, by ensuring a complete cultural immersion in each of the communities within which we establish our camps and lodges.</p>

### TAASA Luxury Lodges & Camps

<b>Target Market</b>	<p>Our travelers are international and seek to blend the adventure of an African safari with an honest cultural experience. In most cases, this is life changing. These markets are largely represented as:</p> <ul style="list-style-type: none"> <li>• North America</li> <li>• Europe</li> <li>• Australia</li> </ul>
<b>Industry / Competitors</b>	<p>Following the near industry collapse of the Coronavirus, travelers seem more driven than ever to explore bucket list destinations. In Africa, these numbers have recovered to new record highs, providing an opportunity to our business and the entire industry. Our competitors include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• &amp;Beyond</li> <li>• Asilia Africa</li> <li>• Nomad</li> <li>• Elewana Collection</li> </ul>
<b>Legal Structure</b>	<p>Limited Company, 2 shareholders</p>
<b>Company History</b>	<p>Buffalo Luxury Tented Camps Ltd was established in 2009, with an accommodation offering in the Loliondo area. After many years of trading a financial loss, the shareholding was changed within the business, and the lodge rebuilt. This was the birth of TAASA Lodge. Although further financial losses were experienced up until 2019, under the current ownership profitability began in earnest in 2021. In mid-2025 we plan to open our second property in the form of a migration camp.</p>
<b>Strengths / Core Competencies</b>	<ul style="list-style-type: none"> <li>• Located on a private Game Reserve</li> <li>• Prime location - Central - Serengeti, Mara, Ngorongoro</li> <li>• Excellent guest reviews vs compset - TripAdvisor / Google</li> <li>• Can be booked on exclusive use (great for groups)</li> <li>• Family friendly (all ages)</li> <li>• Boutique brand - allows for more flexibility</li> <li>• Private lodge - personalized service, upmarket rooms, services and facilities</li> <li>• TAASA Moments - exclusive due to location/offering</li> <li>• Safari experience - Open game viewers, off-road safari, walking safari, night game drives, access to Serengeti NP and Mara River</li> <li>• Established online following</li> <li>• RSA/Arusha HQ - Operational &amp; commercial support, relationship management (DMCs/Agents), veggie garden, procurement.</li> </ul>

## TAASA Luxury Lodges & Camps

<p><b>Challenges</b></p>	<ul style="list-style-type: none"> <li>● Access to industry related discussions affecting our guest experience in Tanzania.</li> <li>● New staff training requirement.</li> <li>● Limited international direct flights into Kilimanjaro.</li> <li>● Not known to other international markets' agents.</li> <li>● Not connected to online distribution channels.</li> <li>● Tanzania has been seen as a seasonal destination due to the general perception of the migration high season.</li> </ul>
<p><b>Company Goals/Plans</b></p>	<ul style="list-style-type: none"> <li>● Increase current production predominantly being received from a small number of STO agents.</li> <li>● Sales efforts require attention based on slow pace of account development, including development of new source &amp; target markets.</li> <li>● Market trends to be analyzed continuously.</li> <li>● Implementation of a measurable sales, rates and digital strategy.</li> <li>● Driving revenue through additional booking / distribution channels.</li> <li>● Increase brand awareness through various digital platforms identified.</li> <li>● Revenue to be driven through dedicated commercial activities, and by doing so, increasing financial return.</li> <li>● Opening of additional properties to create circuit offering.</li> <li>● Complete our expansion within the Serengeti circuit with up to four established camps and lodges by 2029.</li> <li>● Become an employer of choice to all within the industry.</li> </ul>

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**TAASA Luxury Lodges & Camps**



# Product & services

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### III. Product & Services

<b>Business Name</b>	Buffalo Luxury Tented Camps Ltd t/a TAASA Luxury Lodges & Camps
<b>Product / Service Idea</b>	TAASA offers an unrivaled, immersive guest safari experience through the provision of five star accommodation, services and food and beverage offerings. With a community focused approach and the protection of the natural environment in mind, we balance the weight of an incredible safari experience with an obligation to uplift and protect all that is in our care. Our commercial model relies on the traditional international agent and local operator relationships, especially because of the remote nature of our locations.
<b>Special Benefits</b>	We see that travel runs the risk of being superficial in catering to the international market. Often there is little connection between traveler and destination other than just being there. TAASA bridges that gap without discounting a comfortable and memorable experience. In fact, we have numerous return guests wishing to experience the connection to Tanzania through our properties, staff and communities.
<b>Limits &amp; Liabilities</b>	TAASA moments are only limited to the restrictions of the environments in which we operate. We are bound to the requirements of the areas we hold camps in. We aim to exceed expectations within these frameworks, always creating memories with the highest regard to our environment.
<b>Experience &amp; Delivery</b>	TAASA employs more than 70% of its staff from within local communities. We aim to uplift, empower and develop our teams to be the best versions of themselves, forging strong bonds along the way. This can be felt in the sincerity of our guest experience at our camps and lodges.
<b>Suppliers</b>	Wherever possible, we partner with local suppliers, with around 90% of our annual spend being within Tanzania. We look beyond our borders only when specialty items are required, not readily available in country.

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# Sales & Marketing Plan

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#### IV. **Sales & Marketing Plan** - Refer to Appendix 2

##### 1. **Market research**

Our current focus remains to retain and nurture our current client base to the main players within North America and Tanzania. Focusing on Tourism and industry partners, through dedicated and ongoing sales activities. These consist of virtual shows, product trainings, client engagements, campaigns and collaborative commercial activities, presenting new business partnership opportunities.

East Africa travel from the North American and European source markets remain positive per the latest stats published by Tanzanian National Bureau of Statistics (NBS). Based on the number of tourist arrivals in Q1 this year, Tanzania has surpassed 2019 (pre-pandemic) levels. The country received 409 082 tourists in the first quarter of 2023, more than the 339,279 arrivals recorded for the same period in 2019. Top source markets by nationality were Kenya (44,588) arrivals; France (31,636); Italy (25,145); Burundi (23,829); US (23,274); Germany (21,755); Poland (15,203); UK (14,652) and Rwanda (11,870). The vast majority of international visitors to Tanzania came for leisure and holidays, followed by those who came to visit friends and relatives. - Tourism Update, Aug 2023

A recent article from The Citizen stipulates data from the National Bureau of Statistics (NBS) show that Tanzania received 1.131 million international arrivals between January and August (230,818 up from) 900,182 who entered the country during the corresponding period in 2022. The five key source markets and the number of visitors in brackets include: The US (84,541), France (72,009), Germany (57,798), UK (51,505) and Italy (51,056). - The Citizen, November 2023.

Currently, our market share is represented by around 1,100 visitors (2023) to TAASA Lodge, 90% of which originate from the US market. This accounts for 1,1% of all US visitors. We see these numbers increasing in 2024 to around 1,200 visitors (an increase of 9% year on year). With the scheduled addition of TAASA Migration Camp in 2025, we aim to grow these numbers to above 1,500. Further expansion of our portfolio would allow us to achieve just on 2% of all incoming visitors, and further growth into an overall market share representing increased production from North America, Europe and Australia.

Tanzania remains a popular destination for key and emerging markets. This is promising and ensures TAASA's involvement in ongoing FAM trips / educational trips with trade in these markets identified for added reach and exposure in future inclusions.

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## 2. Barriers to entry

Entering the lodge business in Tanzania can be quite challenging due to several barriers:

- **Bureaucracy and Corruption:** Navigating the bureaucratic processes can be slow and cumbersome, often leading to delays. Corruption can also be an issue, with some processes potentially requiring unofficial payments to expedite.
- **Infrastructure:** While Tanzania is making significant improvements, infrastructure in some areas remains underdeveloped. This can affect accessibility and the overall guest experience.
- **Regulatory Environment:** Understanding and complying with local regulations can be complex. This includes obtaining the necessary permits and licenses, which can be time-consuming.
- **Market Competition:** The lodge business is competitive, with many established players already in the market. New entrants need to offer unique value propositions to attract customers.
- **Political and Economic Stability:** While Tanzania has shown economic growth, political and economic stability can still pose risks. Changes in government policies or economic conditions can impact business operations.
- **Cost of Investment:** Despite investment initiatives such as TIC, the cost of producing a hospitality asset is high and often relies on imported items. The associated customs, transport and regulatory levies increase the base costs significantly. Building a new business also comes with a breakeven timeline, usually around 36 months, which in turn increases the cash flow needs for working capital.
- **Marketing Costs:** Source markets for high end accommodation assets in Africa are almost entirely international. These markets require time and money to develop, with frequent representation and brand development initiatives required to create a “front of mind” situation for your brand.

Despite these challenges, Tanzania’s growing tourism sector and natural attractions make it a promising market for those who can navigate these barriers effectively.

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### TAASA Luxury Lodges & Camps

### 3. SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>● Protected area (game reserve)</li> <li>● Prime location - Central - Serengeti, Mara, Ngorongoro</li> <li>● Excellent guest reviews vs compset - TripAdvisor/Google</li> <li>● Can be booked on exclusive-use basis (great for groups)</li> <li>● Family friendly (all-ages)</li> <li>● Boutique brand - allows for more flexibility</li> <li>● Private lodge - personalized service, upmarket rooms and facilities</li> <li>● TAASA Moments - exclusive to TAASA due to location/offering</li> <li>● Safari experience - open game viewers, off-road safari, nature walks, night game drives, access to Serengeti NP and Mara River</li> <li>● Established online following</li> <li>● Launching '24 - new website, photography &amp; private-use vehicles</li> <li>● RSA/Arusha HQ - operational &amp; commercial support</li> </ul>	<ul style="list-style-type: none"> <li>● Staff training required</li> <li>● Standalone property - Not part of a circuit (for the time being)</li> <li>● Limited International direct flights into Kilimanjaro</li> <li>● Not known to other International markets agents</li> <li>● Not connected to online distribution channels</li> <li>● Reliance on Roane Travel Design (main booking source)</li> <li>● Tanzania seen as a seasonal destination due to the general perception of the migration (high season)</li> <li>● Lack of easily accessible goods (Procurement of fresh produce from Arusha)</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>● Lodge enhancements - fitness room, photographic hide, elevating F&amp;B offering, solar, general maintenance</li> <li>● Leveraging on new trade relationships &amp; NGO partnerships</li> <li>● Brand portfolio growth - opening of TAASA Migration Camp in 2025</li> <li>● Circuit offering - long term - new camps/lodges come on board</li> <li>● Targeting direct and web bookings at better yielding rates</li> <li>● Established source markets to increase travel 2024/2025</li> <li>● Tapping into new source markets and reaching a larger audience through digital channels</li> <li>● Focused campaigns and communications</li> </ul>	<ul style="list-style-type: none"> <li>● Security/health concerns - some reluctance to travel to Africa</li> <li>● Political unrest &amp; impact thereof</li> <li>● Economic impacts/inflation rates</li> <li>● Increase in product openings in the Serengeti</li> <li>● Increase in park fees with little warning</li> <li>● Competing against neighboring East African countries in terms of leisure demand/direct flights - Kenya, Rwanda</li> </ul>

## TAASA Luxury Lodges & Camps



#### 4. Product/service features and benefits

Due to its unique positioning centrally located between three of the largest safari ecosystems in the world - Ngorongoro Conservation Area, Maasai Mara National Reserve and Serengeti National Park, TAASA Lodge offers guests an exclusive Tanzania safari.

The lodge offers luxurious accommodations, intimate, crowd-free game viewing and exclusive Big 5 encounters within a protected wildlife area 10,000 hectare (24,700 acre), in a remote corner of the game-rich Serengeti National Park.

The unique selling points that differentiates TAASA Lodge consists of:

- Thrilling night game drives
- Sensitive off-road driving enables us to get closer to the wildlife sightings in open game-viewers
- Memorable bush dining and boma experiences
- All-inclusive experience, including unlimited safari experiences
- Authentic Maasai experiences (village visits and storytelling)
- Philanthropic encounters - (exposure to TAASA's NPO partnerships, exposure to TAASA's active contribution towards projects in Maiowa and Ololosokwan)
- Complimentary return transfers from Lobo airstrip
- Ideal for smaller groups, families and couples (family friendly - all ages are welcome)
- Authentic experience. Over 70% of staff members at TAASA Lodge are from Ololosokwan. Our mission to always employ and empower the local community.

#### 5. Target customer

Target customers B2C (business to consumer) for TAASA Lodge are made up of the following demographics based on the properties social media channels and website traffic combined stats:

GENDER	AGE	PERCENTAGE %
Female	25-65	69%
Male	24 - 54	31%

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COUNTRY	PERCENTAGE %
United States of America	63.74%
Tanzania	13%
Canada	10.58%
United Kingdom	4%
South Africa	2%
Australia	2%
Kenya	1.58%
Netherlands	1.50%
France	1.50%

Target customers B2B (business to business) for TAASA Lodge are made up of top producers within East Africa and North American agents. The following demographics applies:

**2023 production**

- Long standing East African operators - Client age group between 35 - 65 years of age.
- Country split made up of European, US and Australian clients.
- North American agents - Client age group between 40 - 65 years of age.
- Annual sales of \$2,460,027 made up of 30% - East African agents and 70% North American agents.

**2024 production**

- Long standing East African operators - Client age group between 35 - 65 years of age.
- Country split made up of European, US and Australian clients.
- North American agents - Client age group between 40 - 65 years of age.
- Annual sales YTD of \$3,077,313 made up of 34% - East African agents and 66% North American agents.

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## 6. Competitive Analysis

PROPERTY	ROOMS	FACILITIES	SERVICE	RATE
TAASA Lodge	12 including 1 family unit	<ul style="list-style-type: none"> <li>• Restaurant</li> <li>• Bar &amp; lounge</li> <li>• Pool &amp; deck area</li> <li>• Spa treatments</li> <li>• Safari shop</li> <li>• Night Drives</li> <li>• WiFi</li> <li>• Backup generator</li> </ul>	<ul style="list-style-type: none"> <li>• 5 star</li> <li>• All ages welcome</li> <li>• Private concession</li> <li>• Private butler service</li> </ul>	Between 22% - 43% below compset
Property A	11 including 1 family unit	<ul style="list-style-type: none"> <li>• Restaurant</li> <li>• Bar &amp; lounge</li> <li>• Pool &amp; deck area</li> <li>• Private Spa</li> <li>• Info center</li> <li>• WiFi - limited</li> <li>• 100% solar, backup generator &amp; battery charging facility</li> </ul>	<ul style="list-style-type: none"> <li>• 5 star</li> <li>• Children aged 5 years+ allowed</li> <li>• Circuit offering</li> </ul>	43% more than TAASA Lodge
Property B	10 including 1 family unit	<ul style="list-style-type: none"> <li>• Restaurant</li> <li>• Bar &amp; lounge</li> <li>• Pool &amp; deck area</li> <li>• Spa treatments</li> <li>• Safari shop</li> <li>• Night drives</li> <li>• Inverter/generator</li> </ul>	<ul style="list-style-type: none"> <li>• 5 star</li> <li>• All ages welcome</li> <li>• Private concession</li> <li>• Private butler service</li> <li>• Circuit offering</li> </ul>	38% more than TAASA Lodge
Property C	12 including 1 family unit	<ul style="list-style-type: none"> <li>• Dining tent</li> <li>• Bar &amp; lounge tent</li> <li>• Viewing deck</li> </ul>	<ul style="list-style-type: none"> <li>• 4 star</li> <li>• Circuit offering</li> </ul>	44% more than TAASA Lodge
Property D	6 + 1 family unit	<ul style="list-style-type: none"> <li>• Dining tent</li> <li>• Bar &amp; lounge tent</li> <li>• Viewing area</li> <li>• Boma</li> </ul>	<ul style="list-style-type: none"> <li>• 4 star</li> <li>• Children aged 8 years+ allowed</li> <li>• Circuit offering</li> </ul>	22% more than TAASA Lodge

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### TAASA Luxury Lodges & Camps



## 7. Positioning/Niche

TAASA Lodge effectively targets a specific segment of the luxury safari market, appealing to travelers who prioritize exclusivity, personalized service, comfort, and authentic wildlife and cultural encounters. TAASA's primary clients are couples, small groups and multi-generational families.

## 8. Marketing our product

Primary methods of marketing and advertising:

- Digital marketing
- Print
- In-person local and international events and tradeshows
- Tourism Association platforms

Methods of market penetration:

- Business website - Ongoing
- Social media marketing - Social media calendar done for the year
- Email marketing - Quarterly newsletters
- Search engine optimization - Ongoing
- Content marketing - Ongoing
- Print marketing materials (brochures, flyers, business cards) - Ongoing
- Trade shows - Specific shows targeted as per the demand calendar
- Networking - Ongoing as per industry events to tourism stakeholders
- Word-of-mouth - Ongoing
- Referrals - Ongoing
- PR - Industry affiliations networks - Ongoing
- Tourism Association platforms - Ongoing

The above activities are monitored as per our property management system and digital analysis done, of leads received vs conversion thereof.

Commercial strategy methods are applied in the yearly plan. This outlines the specific focus areas, objectives and activities for the necessary to be achieved. The success of these activities are measured by the monthly targets and overall revenue achieved and a successful conversion rate.

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### TAASA Luxury Lodges & Camps

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**Website.** [www.taasalodge.com](http://www.taasalodge.com) | **Tel.** +255 684 229 936 | **Email.** [info@taasalodge.com](mailto:info@taasalodge.com)

## 9. Focus & Activities - Sales

FOCUS	OBJECTIVE	ACTIVITIES
Increase revenue focus and continued push 2024.	Drive revenue	<ul style="list-style-type: none"> <li>Monthly property performance stats shared with local SM / A2B / Reservations team to ensure top of mind awareness of targets to achieve. MTD vs YTD performance &amp; action accordingly.</li> </ul>
Maintain key accounts & drive new business based on prospect accounts identified.	Account development	<ul style="list-style-type: none"> <li>Production list done, top accounts, including prospect accounts identified. Ensure all have 2024 rates issued, contracts signed, returned and uploaded to property PMS for future bookings tracked.</li> <li>Follow up mail to be done, by local SM thanking for interest in TAASA, investigate production potential &amp; source markets.</li> </ul>
Preferred partnership agreement	Drive revenue	<ul style="list-style-type: none"> <li>Override agreement to Top 5 local DMC's – Base targets calculated vs turnover incentive percentages to be received.</li> </ul>
Group series business 2025 / 2026.	Base business	<ul style="list-style-type: none"> <li>A2B assistance required from attendance at USTOA to identify potential group series for next contracting season – 2025 / 2026. Local SM to engage with DMC to action.</li> </ul>
Acquisition of new business	Grow client base	<ul style="list-style-type: none"> <li>Mapping of International accounts sheet + A2B monthly feedback report for follow up by local SM with respective local DMC. Engagements done for future production anticipated and property itinerary inclusions.</li> <li>Lead conversion through reservations office identified weekly for client engagement and follow ups by local SM to target and action.</li> <li>Introduce TAASA for 2024 representation and participation in line with new International source markets targeted: <ul style="list-style-type: none"> <li>OurAfrica Travel – Virtual – Feb 2024</li> <li>Experience Africa – UK – July 2024</li> </ul> </li> <li>Local representation and participation to expose TAASA to by local Sales Manager. Incorporating pre/post sales calls to: <ul style="list-style-type: none"> <li>Derek Houston workshop – Nairobi</li> <li>Derek Houston workshop – Dar Es Salaam</li> </ul> </li> </ul>

### TAASA Luxury Lodges & Camps

		<ul style="list-style-type: none"> <li>○ East Africa Regional Travel Show – Nairobi</li> <li>● Tanzania Tourism - Identify which shows for collaboration and participation. Pre / post fam opportunities / networking events.</li> </ul>
Sales CRM (Customer Relationship Management)	Remain top of mind	<ul style="list-style-type: none"> <li>● TAASA educational to new &amp; existing business agents (who have not seen the property) Showcase property offering &amp; services, remain top of mind.</li> <li>● Quarterly breakfast / luncheon with producing clients. TAASA S&amp;M team / Country Manager / Lodge Managers where possible to attend.</li> <li>● Bi-Annual Chef's table with key role players and producers. Hosted by local SM, in conjunction with Country Manager – maintain and build relationships.</li> <li>● Personalized phone call &amp; gift drop off monthly to Top 5 producers. Thanks for the business received.</li> <li>● Ongoing sales calls / meetings and product training with clients in offices.</li> </ul>
Membership Associations	Relationship building / remain top of mind.	<ul style="list-style-type: none"> <li>● Association inclusions: ATTA, TATO, Africa Hub, APTA, Tanzania Tourism – Building relationships with key stakeholders, networking opportunities. Possible host of an event to showcase the lodge and offering.</li> <li>● Utilize memberships database for property communications to be shared and continued product training provided online.</li> </ul>

**10. Focus & Activities - Marketing**

FOCUS	OBJECTIVE	ACTIVITIES
Website  TAASA website, Google Analytics & Console, Listings on external sites	Brand awareness  Leads	<ul style="list-style-type: none"> <li>● Implementation of dedicated SEO strategy.</li> <li>● Web analytics reviewed monthly and continued to drive based on strategy per source market.</li> <li>● Lead generation tracking</li> <li>● Website checks for quarterly updates.</li> <li>● Monthly digital reporting – web/social traffic stats, paid advertising vs lead generation,</li> </ul>

**TAASA Luxury Lodges & Camps**

		<p>demographics.</p> <ul style="list-style-type: none"> <li>• Update/manage TAASA listings on external sites</li> </ul>
Social Media	<p>Brand awareness</p> <p>Leads</p> <p>Increase following and reach.</p>	<ul style="list-style-type: none"> <li>• Social media calendar and implementation incorporating the below:</li> <li>• Build brand awareness</li> <li>• Increase website traffic through targeted links.</li> <li>• Grow database</li> <li>• Compile customer reviews.</li> <li>• Communicating the TAASA experience</li> <li>• Offers</li> <li>• Paid advertising to current / new &amp; emerging source markets.</li> </ul>
Newsletter	<p>Client engagement</p> <p>Leads</p>	<ul style="list-style-type: none"> <li>• Database management</li> <li>• Database growth – new clients sign up (feedback forms after stay), social media, email signature &amp; collateral.</li> <li>• Consistent quarterly communications</li> </ul>
Blogs	<p>Drive web traffic &amp; increase SEO ranking.</p> <p>Leads</p>	<ul style="list-style-type: none"> <li>• Themed monthly blogs</li> <li>• Monthly distribution – website, social media, email signature.</li> <li>• Quarterly distribution – newsletter (database mailer)</li> </ul>
Media / Influencer opportunity	Brand awareness	<ul style="list-style-type: none"> <li>• Align with selected press / media / influencer opportunities.</li> <li>• Reciprocal requirements agreed based on objectives to be achieved.</li> <li>• Content management &amp; marketing</li> </ul>
Advertising	Brand awareness	<ul style="list-style-type: none"> <li>• Ad hoc advertising opportunities with local membership associations. TATO, Africa Hub, ATTA, Tourism Update</li> </ul>
Collaboration with local airlines	Brand awareness	<ul style="list-style-type: none"> <li>• Investigate potential for Intra Africa opportunity / advertising</li> </ul>
TAASA Offers	Leads	<ul style="list-style-type: none"> <li>• Website visibility &amp; marketing (B2C).</li> <li>• Trade visibility &amp; distribution(B2B)</li> </ul>
Marketing collateral	Brand standard / marketing visuals	<ul style="list-style-type: none"> <li>• Content management for online listings ( WETU, APTA, ect)</li> <li>• Marketing materials (signage, lodge materials, brochures, presentations, stationery, gifting,</li> </ul>

## TAASA Luxury Lodges & Camps

		promotional materials, digital banners, e-signatures, offers, curio store)
Guest Reviews	Brand Awareness Product development	<ul style="list-style-type: none"> <li>• Collating all reviews &amp; feedback</li> <li>• Reposting guest reviews - word of mouth</li> <li>• Internal lodge/service/experience auditing</li> </ul>
Google my business	Brand awareness	<ul style="list-style-type: none"> <li>• Review, update and optimize listing</li> </ul>

#### 11. Focus & Activities - Revenue

FOCUS	OBJECTIVE	ACTIVITIES
Budget / Forecasting / Reporting	Financial performance	<ul style="list-style-type: none"> <li>• Monthly financial review calls</li> <li>• Quarterly review 12 month forecast</li> </ul>
TAASA – Sales goals	Ensure monthly targets are met / exceeded	<ul style="list-style-type: none"> <li>• Incentivise model to be implemented</li> <li>• Budget will drive monthly sales targets</li> </ul>
Business Analysis	Review productivity	<ul style="list-style-type: none"> <li>• Reports pulled based on:</li> <li>• Account development</li> <li>• Preferred partnership agreements</li> <li>• Status / lead conversion</li> <li>• Uptake on offers / campaigns</li> <li>• Complimentary stays vs business received (agents)</li> </ul>
Pricing / Contracting	Remain competitive	<ul style="list-style-type: none"> <li>• 2025 rates contracting done with local and international agents / operators.</li> <li>• YOY pricing analyzed to ensure it remains competitive.</li> <li>• Comp set analysis</li> </ul>

Ongoing communication with repeat customers are key. These include specific offers, newsletter inclusions as per our database shared quarterly. Service plays an important role and highlights the clients requirements prior to arrival and being prepared for an ongoing enjoyable experience. 70% of our customers are repeat customers.

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### TAASA Luxury Lodges & Camps

## 12. Promotional budget

A detailed schedule of planned activities and their associated costs is available in Appendix 3. These items are drilled down to granular detail with timing and expenditure clarity in each case. For the sake of reference, below is a summarized listing of these per expenditure category for the current year. As a rule of thumb in hospitality, around 4% of your annual turnover should be allocated to Sales and Marketing activity.

DESCRIPTION	TOTAL (\$)
Brochures and publications	600
Client events	5,000
Educationals and workshops	7,223
General advertising	600
Gifts to agents	1,180
Other marketing costs	5,580
Printing and stationery	1,200
Professional memberships	4,180
Sundry traveling costs	19,050
Trade shows	11,305
US Representation	36,000
<b>TOTAL</b>	<b>91,918</b>

## 13. Pricing (refer to Appendix 4)

Our rates are distributed on a sliding scale within the industry norms as follows:

- Rack Rates → for sale direct to the public (business to customer)
- STO20 → rack rates discounted by 20% for international agents (business to business)
- STO30 → rack rates discounted by 30% for local DMCs (business to business)

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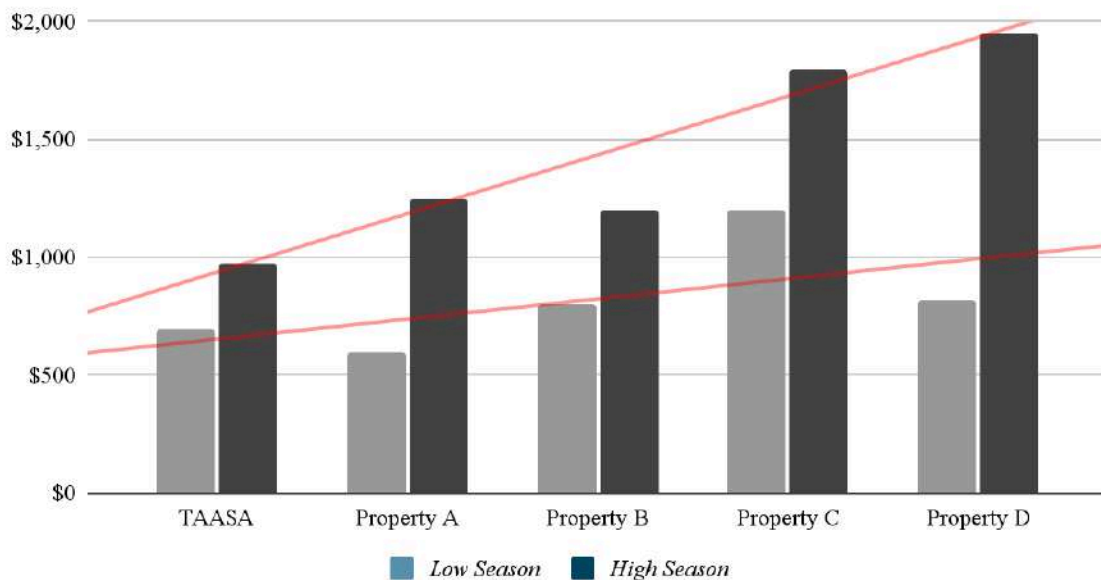
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We have positioned ourselves to reflect value versus our competitors, realizing that as a growing brand, we need to focus on the value proposition to gain market share. Our medium term strategy is to grow the rate proportionately to an increased volume (bed nights sold) in demand. We feel that as direct comparisons on guest experience, there is far more value in our offering.

The below table represents our pricing against that of our competitors, on a rack rate basis. It is clear that our rate places us below the mean of our competition set.

### Competitor Price Comparison



#### 14. Location

TAASA is situated in the Loliondo region, within the Pololeti Game Reserve. This reserve runs the length of the Serengeti National Park, bordered by Kenya in the north and Ngorongoro Conservation Area in the south. Access is attained either through ground transport, usually in the form of a safari itinerary working through the Serengeti, or via air into Lobo airstrip.

The Pololeti Game Reserve only contains two lodges, providing a sense of exclusivity away from the crowds in the Serengeti. Our location also allows for us to conduct activities not possible in the National Parks, such as night drives, nature walks and bush food and beverage activities.

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## Access

### By Air

- The closest airstrip to TAASA Lodge is called Lobo airstrip. Approx (45 min drive from the airstrip to the lodge)
- Lobo Airstrip is accessed by light aircraft via daily scheduled flights from Arusha and Dar Es Salaam.
- Arrival welcome and complimentary return transfers from Lobo Airstrip to TAASA Lodge

### By Road

- TAASA is accessible by road: 10hr drive from Arusha and roughly 3h30m drive from Central Serengeti (Seronera).



[Source: Google Maps](#)

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#### 15. 12-month sales forecast

The seasonal effect of the demand into Tanzania is reflected by the occupancies of TAASA Lodge. We find that the June to September period is the highest demand period, with the shoulder periods of October to February presenting the next most demand. March to May represent the rain season where demand is at its lowest. Typically, the seasonal rates follow the same pattern with the lowest rates in the annual cycle being in the low demand periods.

These lower volume seasons present the opportunity to sell reduced rates, specifically to travelers with sensitivity to cost. This is best achieved by combining the reduced rate with a minimum stay requirement to secure some volume.

Appendix 5 reflects the expected revenue cycle over the 2024 financial year, with the below a summary of how our full year looks.

REVENUE	TOTAL (\$)
Rooms	1,780,010
Food & Beverage	205,915
Other	469,312
<b>TOTAL</b>	<b>2,455,237</b>

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# Operational Plan

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## V. Operational Plan

### 1. Production

The driving force behind the TAASA experience is our “Why”; the reason for what we do collectively. We aim to create a real experience where the true value of the local culture is the star of the show. Showcasing not only the incredible Big 5 offering, but pairing this with a strong sense of community. Thus bridging the gap between the culture of the traveler and host country. Quite often there is no real differentiation between physical products, or the bones of the business. It’s the soul that makes us different; our “Why”, and is the reason so many guests return.

### 2. Quality control

Our focus is around creating the most memorable experience for our guests. This has to be the ultimate goal for us as a team. The measure of us achieving this is the feedback from our guests. We make use of feedback forms from each visitor and take all the feedback as constructive in our efforts to evolve and be better than yesterday. These surveys cover all aspects of our offering during the stay with us.

In areas where we would like to impact the guest experience positively, we gain insight from industry experts (internal and external) to set standards aligned to our desired output. Should the skill not be available internally, we partner with external 3rd parties to assist in developing that particular area of our business.

We have rewritten our Human Resource policies to reflect our commitment to the success and development of our staff, and to provide clarity and guidance in mastering each of their roles and potential career development opportunities.

### 3. Location

With the lodge located remotely in the Loliondo District, a number of logistical practices have been established to service the needs of the business sufficiently.

- **Movement of goods:** We make use of road transport to supply the lodge with the goods required to run the operation. These are moved on a weekly basis via a utility vehicle, and intermittently by trucks for bulk purchases. Sufficient storage is provided on site to hold carrying amounts of stock.
- **Staffing:** Our staff work on a cycle of six (6) weeks on, two (2) weeks off. We provide transport and lodging for our staff, accommodating our entire workforce at the staff compound at the

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lodge. A large proportion of our staff reside in the local village of Ololosokwan, when not at the lodge.

- **Communications:** Our remote location requires multiple options for communication channels for the operational staff and the guest alike. Mobile networks are weak in the area and as a result we invest heavily in wifi services to stay connected. Secondary to this is our use of CB radios for internal communication.
- **Emergencies:** We have a contracted clinician based at the lodge to provide frontline support for any medical issues. Medical evacuation services are secured via DMC's booking travelers to our lodge. In severe cases, persons affected can be airlifted for further care.

#### 4. Legal environment

The legal environment impacts various aspects of our business across different dimensions which are outlined as follows:

- **Business licenses:** In order for the business to trade, we are required to obtain and maintain a business license registered with the authorities. The license has been maintained to date and no changes are expected which may lead us to the loss of the license. Refer to Appendix 6.
- **Foreign investment license (TIC):** Registering the business with the Tanzania Investment Center allows for direct benefits such as relief being granted on import duties. The business had a TIC which lapsed during the previous year and management are currently in the process of acquiring this again prior to the establishment of the additional properties.
- **Health and safety:** The health and safety of employees and guests is of utmost importance. We are OSHA compliant, with an eye on meeting international best practice. Sufficient training on first aid has been provided to the staff at all locations to ensure compliance. Furthermore, in the event of an emergency, our guests have cover in place to be airlifted from the lodge to the nearest hospital.
- **Environmental regulations:** Our business is regulated by the Ngorongoro Conservation Area Authority, operating in the Pololeti Game Reserve.
- **Staffing and employment:** Employment contracts are established between the business and staff on two basis, namely: lifetime contracts and fixed term contracts. The senior staff in Arusha and at the lodge have been employed on a fixed term contract of one year which is renewed every year and all other staff are employed under lifetime contracts. The establishment of the fixed term contracts are to ensure that the business is protected through any possible claims which may be instituted against the business.
- **Supplier agreements:** All agreements with suppliers are entered into with terms and conditions as specified by the relevant agreements. All new suppliers require us to enter into an agreement which protects both parties.

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### TAASA Luxury Lodges & Camps



- **Intellectual property:** The TAASA brand is owned by the business and all current and future trading is conducted under this name. The TAASA brand is our ultimate product and all other legal aspects are undertaken to ensure that the TAASA brand is upheld.
- **Financial compliance:** The business is regulated under the Tanzania Revenue Authority (TRA) which outlines all the requirements the business must undertake with respect to finance. Annual submissions are performed including tax returns and transfer pricing agreements as required by regulations. Historically, the business has been exposed to fines and penalties and controls have since been established to mitigate the financial risk and exposure.
- **Business insurance:** Almost all of our guests are from the American market which increases the possibility of claims issues against the shareholders in the event of possible negligence. We have put in place the necessary public liability cover to ensure that the business is protected against any possible claim or litigation. Furthermore, the asset base of the business is significant and as such all assets owned by the business have been appropriately insured. Refer to Appendix 7.

## 5. Personnel

Our current business structure runs on multiple levels. We have employees at the lodge, a support and logistics office in Arusha, an executive support office in South Africa, and then our owners based in the USA.

We strive to appoint locally, with more than 70% of our lodge staff from the local village. In senior positions in-country (13), all but 1 of our staff are Tanzanian. Our payroll cycle runs as a calendar month, with remuneration reviews effective 1 January each year.

Part of our vision is to empower our staff and communities. We do this by training people into key roles within our line staff, and then working on developing them into the roles that assist in advancement within our structures. Currently, we are rolling out a performance management system to assist in clarifying success for each of our staff in their current roles, whilst plotting their development through our organization.

In the beginning of 2024, we embarked on a project to review our internal policies and procedures in collaboration with our team. We now hold HR policies that embrace our vision and our “Why”.

### Staffing Matrix

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LOCATION	TOTAL	SPECIALIST	PERMANENT	EXTERNAL	COMMENT
Lodge	50	8	42	0	Guides certified
Arusha	12	5	7	3	HR, Legal and F&B external
South Africa and USA	5	5	0	3	Social Media channel management, IT and US marketing representation external

As a growing business, we make use of external experts in areas where we do not have significant critical mass to appoint a permanent resource. We closely monitor important areas of the business and then engage with the necessary expertise to provide the impetus in that specific area.

## 6. Inventory

Our services offered to our market does not require us to hold a large quantity of inventory. As such the inventories stored at our property comprises of the following:

- Food and beverage stock - to be consumed by our customers during their stay
- Curio stock - held for resale at our properties
- Cleaning and other consumables - purchased in bulk and utilised as and when required for housekeeping purposes and general cleaning and maintenance

The quantity and value of inventory fluctuates throughout each year based on the occupancies of guests. Additional inventory is held on hand during the June to September period of each year to ensure sufficient stock is available to service the consumption requirements of our guests.

The targeted inventory value for each category of sock and lodge is as follows which is consistently maintained:

CATEGORY	STOCK VALUE	INVENTORY DAYS
Food and beverage	\$20,000	45 days
Curio stock	\$10,000	114 days
Cleaning and other consumables	\$35,000	116 days

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## TAASA Luxury Lodges & Camps

The inventory days of food and beverage is consistent with the industry norms. Furthermore, the inventory days pose no risk to financial loss as the majority of inventory items within the category have a long shelf life. Curio stock and cleaning and other consumables have a much lower inventory turnover rate as these items are purchased in bulk to ensure smooth operational functionality. The ordering lead time for inventory is 7 days due to the isolation of the lodge which further increases the need for greater inventory quantities and values.

## 7. Suppliers

Suppliers and vendors are sourced to provide both services and to provide inventory to service the operations. In order to maintain strong relationships with suppliers we ensure that the majority of supplies are acquired from a few suppliers. This in turn allows us to discount rates for goods and services. Historically, our three largest suppliers are:

SUPPLIER INFORMATION	CATEGORY OF STOCK	ANNUAL PURCHASES
Mount Meru Petroleum Limited Plot 77, Blok EE Sombetini Area Arusha Tanzania	Other consumables	\$125,000
Premium Supplies Limited Swahili Street Arusha 23102 Tanzania	Food and beverage	\$50,000
Bright Choice Limited 12 Tekiero Street Dar es Salaam Tanzania	Food and beverage	\$20,000

The above creditors are currently being used at our lodge and all future expansion will utilise the same suppliers. Our suppliers are established well within the market which allows for:

- **Reliability and Stability:** Established suppliers have a solid reputation and a proven track record of delivering consistent quality and reliability. They are less likely to encounter financial or operational issues that could disrupt our supply chain.
- **Experience and Expertise:** Market-established suppliers often have extensive experience and deep industry knowledge. This expertise can be valuable in providing advice, troubleshooting challenges, and offering innovative solutions.
- **Strong Relationships:** Suppliers who are well-established often have long-standing relationships with other businesses and stakeholders in the industry. These relationships can

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## TAASA Luxury Lodges & Camps



potentially provide networking opportunities, partnerships, and access to industry insights which may lead to further growth.

- **Scalability and Flexibility:** Established suppliers are generally better equipped to handle larger orders, scale production or services as needed, and adapt to changing market conditions or customer demands.
- **Risk Management:** Working with suppliers that have a stable market position reduces the risk of supply chain disruptions, shortages, or quality issues, which can affect our operations and reputation.
- **Compliance and Standards:** Established suppliers are more likely to adhere to industry standards, regulations, and ethical practices, ensuring compliance and minimizing legal or reputational risks for our business.

## 8. Credit policies

Our revenue model requires our guests to pay deposits in order to secure their booking with the final payment required 45 days prior to check in, as such do not offer any credit terms to our guests.

Due to our strong relationships established with suppliers, we have been granted credit terms which require us to make payment on acquired goods or services rendered 30 days after risks and rewards have transferred. Controls have been established to ensure that our creditors age analysis is reviewed monthly which serves as the basis when making payments to suppliers. This allows us to effectively track and manage all payments which has resulted in us meeting all credit terms agreed between suppliers and Buffalo Luxury Tented Camps.




The prepayment of revenue and the delayed payment of suppliers enhances our cash position which allows for a more effective use of available cash.

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9. Management & Organization





BIOGRAPHIES - OWNERSHIP	
	<p><b>Name: Jim Roane</b></p> <ul style="list-style-type: none"> <li>• Position: Co-Owner</li> <li>• Job Role: Joint CEO</li> <li>• Background: Jim had a fulfilling career in trading and after a tragic family accident in 1998 decided to retire. His love for travel, especially Africa, with his family led him to open his own travel agency in 2019 and purchase his own safari lodge, TAASA.</li> </ul>
	<p><b>Name: Peter Taunton</b></p> <ul style="list-style-type: none"> <li>• Position: Co-Owner</li> <li>• Job Role: Joint CEO</li> <li>• Background: Specializes in health &amp; fitness having opened Snap Fitness centers in 2500 locations in 26 countries. Other fitness brands include LiftBrands, YogaFIT and STEELE Fitness. Other ventures include a African safari trip to Tanzania that led to the investment and co-ownership of TAASA Lodge.</li> </ul>
BIOGRAPHIES - TAASA ARUSHA OFFICE TEAM	
	<p><b>Name: Tawanda Munengiwa</b></p> <ul style="list-style-type: none"> <li>• Position: Director of Operations</li> <li>• Job Role: Responsible for the leading and managing of a company's operations in Tanzania. This involves contributing towards and implementing the business strategy, and to coordinate the overall strategy with local operations, human resources management, finance, marketing, and administration. This also includes managing relationships with the country's legal, banking, regulatory and industry stakeholders.</li> <li>• Background: 20+ years of experience in the hospitality industry across a variety of departments, mainly focussed &amp; specializing in operations.</li> </ul>

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**TAASA Luxury Lodges & Camps**

	<p><b>Name: Agnes Malogo</b></p> <ul style="list-style-type: none"> <li>• Position: Chief Financial Officer</li> <li>• Job Role: Responsible for managing the financial and compliance aspects and contributing towards the overall success of the business. This includes financial planning and analysis, financial reporting, cash management and risk management.</li> <li>• Background: Having worked in and led finance departments for luxury hotel brands across East Africa.</li> </ul>
	<p><b>Name: Enock Hilonga</b></p> <ul style="list-style-type: none"> <li>• Position: Procurement Manager and Operations support</li> <li>• Job Role: Responsible for strategically sourcing and acquiring goods and services for the organization and managing the logistics thereof. This includes strategic sourcing, supplier management, cost reduction, contract negotiation, data analysis and risk management. In addition, provides operational support to the DO and finance teams.</li> <li>• Background: Having worked in various departments for in country hotel brands across East Africa.</li> </ul>
	<p><b>Name: Rahma Mohamed</b></p> <ul style="list-style-type: none"> <li>• Position: Sales &amp; Marketing Manager - East Africa</li> <li>• Job Role: Responsible for driving the business sales goals within the team and leadership thereof. Maintenance and acquisition of clients locally and internationally by planning, developing, implementing, and evaluating the sales plan accordingly. Identifies marketing opportunities by understanding consumer requirements. Improves product marketability and profitability by researching, identifying, and capitalizing on market opportunities.</li> <li>• Background: Obtaining a wealth of knowledge in the local hospitality &amp; tourism industry, amassing over 10+ years experience in the sales &amp; marketing sector, having worked for various hotel brands.</li> </ul>
<p><b>BIOGRAPHY - TAASA LODGE MANAGER</b></p>	

**TAASA Luxury Lodges & Camps**

	<p><b>Name: May Simon</b></p> <ul style="list-style-type: none"> <li>• Position: TAASA Lodge Manager</li> <li>• Job Role: Responsible for the overall operation and success of TAASA lodge. This encompasses a wide range of duties, including guest satisfaction and guest experience, operations management, financial management, staff management, quality control and risk management.</li> <li>• Background: +20 years working experience with lodges and camps throughout East &amp; Southern Africa with well known hospitality brands.</li> </ul>
<p><b>BIOGRAPHIES - TAASA SOUTH AFRICAN OFFICE TEAM</b></p>	
	<p><b>Name: Mark Huppleschoten</b></p> <ul style="list-style-type: none"> <li>• Position: Finance Officer and Business Development</li> <li>• Job Role: Identifying areas for potential growth, evolution and improvement within each organization, whilst initializing a stable base to achieve the accelerated growth vision. Supporting and managing the financial and operational function within the company, aligning the team to the “why”, and providing the highest possible level of support in achieving the company goals.</li> <li>• Background: +20 years experience in the tourism industry across various departments, including finance, operations, commercial, and HR.</li> </ul>
	<p><b>Name: Kyle Jones</b></p> <ul style="list-style-type: none"> <li>• Position: Financial Accountant</li> <li>• Job Role: Responsible for supporting the financial team on all financial related matters. Assist in the establishment of controls to mitigate operational and financial risk. Development of financial reporting tools to provide an in-depth understanding of the business.</li> <li>• Background: 7+ years of experience in finance across a variety of industries specializing in the tourism industry.</li> </ul>
	<p><b>Name: Michelle Muller</b></p> <ul style="list-style-type: none"> <li>• Position: Commercial Manager</li> <li>• Job Role: Developing and implementing commercial strategies according to company goals and objectives aiming to accelerate growth. Conducting market research and analysis to create detailed business plans on commercial opportunities (expansion, business development etc.). Driving business growth within the company structure across all entities. Providing input on overall organization structure &amp; operational requirements consisting of the Sales, Marketing, Revenue &amp; Reservations “departments” that</li> </ul>

**TAASA Luxury Lodges & Camps**

	<p>are made up of the Commercial division.</p> <ul style="list-style-type: none"> <li>• Background: +25 years experience in the tourism industry, across multiple departments. Having led teams in every aspect across both hotels and lodges, locally and internationally, her focus on building and leveraging relationships with key partners has not only driven growth within her businesses but delivered an enhanced client experience.</li> </ul>
	<p><b>Name: Samantha Nel</b></p> <ul style="list-style-type: none"> <li>• Position: Brand &amp; Digital Marketing Manager</li> <li>• Job Role: Developing, managing and ensuring consistency of brand assets in alignment with the company's corporate identity and values. Developing &amp; managing marketing campaigns and assets that promote the company and its products and services. Enhancing brand awareness within the digital space as well as driving website traffic and acquiring leads/customers.</li> <li>• Background: +12 years experience in the tourism industry, having worked in various departments focused on marketing, reservations, web &amp; design, brand, and guest experience development.</li> </ul>
	<p><b>Name: Jennae Tessororf</b></p> <ul style="list-style-type: none"> <li>• Position: Reservations &amp; Commercial Administrator</li> <li>• Job Role: Responsible for supporting the Reservations team and development of bookings system, and ensuring the smooth operation of commercial aspects within the business. This includes assisting the sales, marketing and reservations teams with administrative tasks, data analysis, systems support &amp; training and market research.</li> <li>• Background: Having worked for multiple safari lodges in South Africa, with a strong focus on supporting Reservations and Commercial functions.</li> </ul>
<p><b>Continuation Plan</b></p>	<p>Our management continuation plan is a crucial component of a business continuity plan (BCP). It ensures that leadership and key management roles are maintained during and after a disruption. Here are the key steps to develop an effective management continuation plan:</p> <ul style="list-style-type: none"> <li>• <b>Identify Key Management Roles:</b> Determine which positions are critical for the continuity of operations. This includes executives, department heads, and other essential personnel.</li> <li>• <b>Succession Planning:</b> Develop a clear succession plan for each key role. Identify potential successors and ensure they are trained and</li> </ul>

## TAASA Luxury Lodges & Camps

	<p>prepared to step into these roles if necessary.</p> <ul style="list-style-type: none"> <li>● <b>Cross-Training:</b> Ensure that multiple individuals are trained to handle critical tasks. This reduces dependency on a single person and ensures continuity if someone is unavailable.</li> <li>● <b>Documentation:</b> Maintain detailed documentation of all critical processes and procedures. This should include contact information, decision-making protocols, and essential business functions.</li> <li>● <b>Communication Plan:</b> Establish a communication plan to keep all stakeholders informed during a disruption. This includes internal communication among staff and external communication with clients, suppliers, and other partners.</li> <li>● <b>Regular Review and Testing:</b> Regularly review and update the management continuation plan. Conduct drills and simulations to ensure everyone is familiar with their roles and responsibilities.</li> </ul>
<p><b>Advisors</b></p>	<p>As a growing business we recognise the need for input from industry experts. Whilst it would be the long-term goal to have these functions managed in-house, this is not always financially viable. The shifting into a multiple property business allows us the scope to take some of these functions internally. Currently though, we make use of the following external professionals:</p> <ul style="list-style-type: none"> <li>● Human Resources and Industrial Relations</li> <li>● Legal Advice</li> <li>● Food &amp; Beverage</li> <li>● USA Marketing Representation</li> <li>● IT &amp; Infrastructure</li> <li>● Social Media</li> </ul>

### Organization Chart

As aforementioned, we have multiple levels of support and structures within our businesses. We have an ownership base in the USA, a mission control office in South Africa, an Arusha support and logistics office, and then finally the lodge team at TAASA Lodge. With the planned addition of further properties to our portfolio, this tiered structure would provide the necessary guidance and support to each as a separate operational entity.

Appendix 8 reflects the organograms for these various business units in Tanzania.

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## TAASA Luxury Lodges & Camps

**Address.** TAASA Lodge Arusha Office - House No. 6, Ingira Street, Arusha  
**Website.** [www.taasalodge.com](http://www.taasalodge.com) | **Tel.** +255 684 229 936 | **Email.** [info@taasalodge.com](mailto:info@taasalodge.com)



# Financial Plan

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**TAASA Luxury Lodges & Camps**

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## **VI. Financial Plan**

### **1. Historical financial analysis**

The business has been trading at a loss since inception prior to the implementation of a turnaround strategy implemented in 2021 which saw the business at a near break even point. Through 2022 and 2023, the business has seen an astronomical growth which has resulted in a before tax profit of +-\$400,000 profit in each year.

Until the end of 2023, the shareholders have injected additional cash flow of \$3,333,639 into the business which was used to fund the operational losses as well as acquire new long term assets amounting to \$1,253,000 for further expansion and development of the existing property.

The shareholders have been committed to ensuring the business is a going concern through the injection of cash flow due to the substantial accumulated losses incurred to date. This has resulted in the staff being unaffected and their employment retained. During the Covid-19 pandemic all staff were retained on a 25% reduced salary to ensure that the livelihoods of our staff were unaffected. Subsequently, staff morale is at an all time high which is evident through our guest satisfaction surveys.

Refer to Appendices 9 and 10 for the full analysis of the historical movement for the period 2011 - 2023.

### **2. 12-month profit & loss projection**

The momentum obtained since Covid-19 is evident in the forecasted profit for the 2024 financial year whereby a forecasted profit of \$451,560 is noted. The increase in the profit is due to an increase of 17% expected (reasonably determined) in revenue from the 2023 year which results in additional profits of +-\$40,000.

The increase in operational costs and other expenses are as a result of an increase in operational performance as well as an increase in the fixed costs due to annual inflationary increases. The effect of the increases have been mitigated through the establishment of additional controls to effectively manage operational and financial risks.

Refer to Appendix 11 for the full analysis of the 12-month profit & loss projection.

### **3. 10-year profit & loss projection**

The increased momentum obtained during the past three years has increased the interest of the shareholders and as such additional investment is planned within Tanzania. The Migration Camp, being the second property within Tanzania, has been released to the market with the opening date being 15

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## **TAASA Luxury Lodges & Camps**



July 2025. The Migration Camp is opening during the peak of high season which allows for the camp to be profitable from the first month.

Additional locations have been discovered surrounding the Serengeti and the Ngorongoro Crater which are ideal locations for two new projects which will serve as the future investments into Tanzania. The financial model allows for new properties to be built and operational every two years and as such a new property has been included and forecasted for in 2027 and 2029. All new camps and lodges will be built with 12 rooms (24 bednights) which allows for groups to travel between the lodges as the majority of bookings made by agents into Tanzania are for a circuit of roughly 10 days with two to three days at any one lodge.

We currently employ 48 staff members to run the operations of the lodge and another 10 staff members at the head office situated in Arusha. The annual earnings of the current staff amounts to \$369,769 per annum. With the establishment of the additional properties a further 121 staff members will be employed with an increased annual earnings of \$1,016,632 after 10 years. To align with our ethos of serving the community, the annual earnings of all staff members are above the minimum wage set by the local government.

Without the establishment of the additional lodges, TAASA contributes to the local authorities in the means of corporate tax, value added tax, employee tax and parks and concession fees. The current amount contributed is \$512,978 per annum. The increase in the property base will result in \$16,441,748 to be contributed to authorities during the forecasted 10 year period.

Refer to Appendix 12, 13, 14 and 15 for the full analysis of the 10 year profit & loss projection and the relevant supporting schedules.

#### **4. Forecasted cash flow projection**

Due to the development of the additional properties, the cash flow projections indicate that additional funds will be required from 2025 through to 2029. The amount has been committed to being provided by the shareholder through additional equity contribution amounting to \$6,900,000. Upon completion of the additional properties, the business is expected to generate additional cash flow which will allow the shareholders to recover 87% of the additional investment in the preceding four years.

Refer to Appendix 15 for the full analysis of the forecasted cash flow projection.

#### **5. Long range investment model**

The additional properties mentioned in point 3 above requires a substantial capital investment which is envisaged to be provided by the shareholders through additional equity.

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The total capital requirement to establish the additional properties is \$13,843,519. The capital comprises of the following:

- Construction costs of \$9,000,000
- Additional motor vehicles of \$2,218,700
- Furniture and fittings reserve of \$2,624,819 which will be set aside for the replacement of existing assets if and when required

The construction costs will be acquired through both local and international vendors whereas all motor vehicles will be acquired through a local vendor already sourced.

Refer to Appendix 16 for the full analysis of the long range investment model.

#### **6. Historical and forecasted indirect benefit**

The shareholder, Jimmy Roane, has established a travel agency in the United States which provided 65% of the total bed nights Taasa obtained during the 2023 financial year. The travel agency, Roane Travel Design, has committed to provide services to Taasa Lodge for the upcoming years.

Roane Travel Design sells a circuit into Tanzania and the average duration of their clients is nine days with four currently being sold into Taasa Lodge. Historically, the growth of business provided by Roane Travel has significantly increased over the years. As such, we and the shareholders of Roane Travel envisage a future growth of 10% per annum which is in line with historical growth. The funds brought into Tanzania over the next 10 years is forecasted to be \$130,567,524.

Taasa has also partnered with a Non-profit organisation called Explore With Purpose. Explore with Purpose was founded to assist various communities and villages surrounding The Serengeti with essential needs. These needs encompass the following areas:

- Education i.e. building of schools
- Health i.e. establishment of boreholes for drinking water
- Conservation i.e. protection of the fauna and flora

Historically, Explore With Purpose has raised \$250,000 since its inception which equates to \$22 per bed night. Based on historical data, the forecasted amount to be raised by Explore With Purpose for the benefit of the communities is expected to be \$1,480,942.

Refer to Appendix 17 for the full analysis of the historical and forecasted indirect benefit.

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### **TAASA Luxury Lodges & Camps**

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# Appendices

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## TAASA Luxury Lodges & Camps

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TANZANIA



Certificate of Incorporation

Section 15

No 60304

I HEREBY CERTIFY THAT

**E-NDAPOT TENTED CAMPS AND LODGES**

**LIMITED =====**

is this day incorporated under the Companies Act 2002 and that the Company is Limited

Given under my hand at Dar es salaam

this 11TH day of MAY

**TWO THOUSAND AND SEVEN**

*Asst. Registrar of Companies*

THE UNITED REPUBLIC OF TANZANIA



Certificate of Change of Name

NO 60304

I HEREBY CERTIFY THAT

**E -NDAPOT TENTED CAMPS AND LODGES LIMITED =====**

having, with sanction of a special Resolution of the said Company, and with the approval of the Registrar signified in writing Changed its name, is now called the **BUFFALO LUXURY TENTED CAMPS LIMITED===**

and I have entered such new name on the Register accordingly.

Given under my hand and seal at Dar es Salaam  
this **16TH** day of **AUGUST**  
Two thousand and **SEVEN**  
Date: **28/11/2007**

FRIDA BENEDICT SHIRIMA  
ADVOCATE, NOTARY PUBLIC AND  
COMMISSIONER FOR OATHS  
Certified true copy of the original  
Signature: *[Signature]*  
Date: **28/11/2007**

*[Signature]*  
Asst. Registrar of Companies

/SN



TANZANIA

Form 5



No. 467911

## Certificate of Registration

*The Business Names (Registration) Act (Cap 213)*

I HEREBY CERTIFY THAT **TAASA LODGES** this 9<sup>th</sup> day of **MARCH** year **2020** has been duly registered pursuant to and in accordance with the provisions of the Business Names (Registration) Act and the Rules made thereunder, and has been entered the Number **467911** in the Index of Registration.

**GIVEN** under my hand at Dar es Salaam this 9<sup>th</sup> day of **MARCH** **TWO THOUSAND AND TWENTY**.



*SNR ASST. REGISTRAR OF COMPANIES*

NOTE – This certificate must be kept in a conspicuous position at the principal place of business. Any change in the particulars originally registered must be notified to the Registrar within twenty eight days.



TANZANIA



Extract date and time: 09/03/2020 11:10:46

Registration date and time: 09/03/2020 11:10:33

The Business Names (Registration) Act (Cap 213)

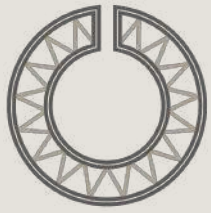
## Extract from Register

1. **Name of Business:** TAASA LODGES
2. **Registration number:** 467911
3. **Principale Place of Business:** Region Arusha, District Arusha CBD, Ward Kimandolu, Postal code 23110, Street Kijenge , Road Nelson Mandela University, Plot number 137/13, Block number GG, House number NIL
4. **Contacts:** Email accounts@taasalodges.com, Phone 0784229964, P.O.Box 2062
5. **Business activity:** 5520 - Camping grounds, recreational vehicle parks and trailer parks  
7912 - Tour operator activities  
8299 - Other business support service activities n.e.c., Main activity  
7020 - Management consultancy activities
6. **Proprietor/Partners:** 60304 BUFFALO LUXURY TENTED CAMPS LIMITED



SNR ASST. REGISTRAR OF COMPANIES

Information printed from the Register of Business Names is true and complete as per extract generation date and time. Please be advised to refer to the Online Registration System at BRELA ([ors.brela.go.tz](http://ors.brela.go.tz)) for an up-to-date information regarding given Business Name.



**TAASA**  
— TANZANIA SAFARI LODGE —

## COMMERCIAL PLAN 2024



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2. Mission Statement
3. Business Structure
4. Sales & Marketing Objectives
5. SWOT Analysis
6. TAASA - Website & Client Geographical Mix
7. Social Media Demographics
8. Focus and Activities
9. Commercial Analysis
10. Demand Calendar



**Current focus remain to retain and nurture our current client base to the main players within North America and Tanzania. Focusing on Tourism and industry partners, through dedicated and ongoing sales activities. These consist of virtual shows, product trainings, client engagements, property campaigns and collaborative commercial activities, presenting new business partnership opportunities.**

East Africa travel from the North American and European source markets remain positive per the latest stats published by Tanzanian National Bureau of Statistics (NBS). Based on the number of tourist arrivals in Q1 this year, Tanzania has surpassed 2019 (pre-pandemic) levels. The country received 409 082 tourists in the first quarter of 2023, more than the 339 279 arrivals recorded for the same period in 2019. Top source markets by nationality were Kenya (44 588) arrivals; France (31 636); Italy (25 145); Burundi (23 829); US (23 274); Germany (21 755); Poland (15 203); UK (14 652) and Rwanda (11 870). The vast majority of international visitors to Tanzania came for leisure and holidays, followed by those came to visit friends and relatives. - [Tourism Update, Aug 2023](#)

A latest article from The Citizen stipulates data from the National Bureau of Statistics (NBS) show that Tanzania received 1.131 million international arrivals between January and August (230,818 up from) 900,182 who entered the country during the corresponding period in 2022. The five key source markets and the number of visitors in brackets include: The US (84,541), France (72,009), Germany (57,798), UK (51,505) and Italy (51,056). - [The Citizen, November 2023](#)

**Tanzania remains a popular destination for key and emerging markets which is promising and ensuring TAASA's involvement in ongoing FAM trips / educational trips with trade in these markets identified for added reach and exposure in future inclusions.**

# MISSION STATEMENT



## EMPOWER

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Employ and empower members of our local community.



## PROTECT

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Preserve and protect the indigenous wildlife and natural species of the region.

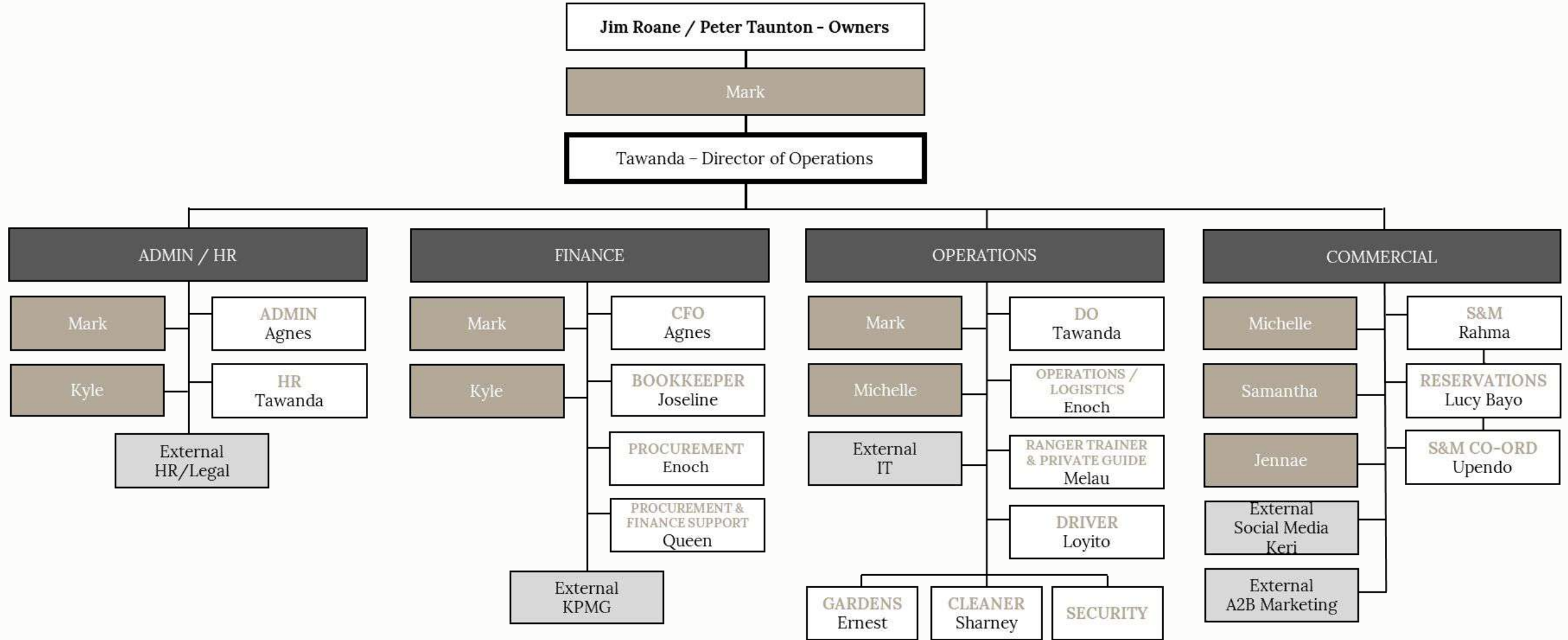


## EXPLORE

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Educate global travelers on the rich natural and cultural resources Tanzania has to offer.

# TANZANIA OFFICE - BUSINESS STRUCTURE



# SALES & MARKETING OBJECTIVES

- Increase current production predominantly being received from a small number of STO agents.
- Sales efforts require attention based on slow pace of account development, including development of new source & target markets.
- Market trends to be analyzed continuously.
- Implementation of a measurable sales, rates and digital strategy.
- Driving revenue through additional booking / distribution channels – pending new PMS system.
- Increase brand awareness through various digital platforms identified.
- Revenue to be driven through dedicated commercial activities and by doing so increasing financial return.

# SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Protected area (concession)</li> <li>• Prime location - Central - Serengeti, Mara, Ngorongoro</li> <li>• Excellent guest reviews vs compset - TripAdvisor / google</li> <li>• Can be booked on exclusive use (great for groups)</li> <li>• Family friendly (all ages)</li> <li>• Boutique brand - allows for more flexibility</li> <li>• Private lodge - personalized service, upmarket rooms and facilities</li> <li>• TAASA Moments - exclusive to TAASA due to location/offering</li> <li>• Safari experience - Open game viewers, off-road safari, walking safari, night game drives, access to Serengeti NP and Mara River</li> <li>• Established online following</li> <li>• Launching '24 - New website, photography &amp; private-use vehicles</li> <li>• SA/Arusha HQ - Operational &amp; commercial support.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff training required.</li> <li>• Standalone property - Not part of a circuit.</li> <li>• Limited International direct flights into Kilimanjaro.</li> <li>• Not known to other International markets agents.</li> <li>• Not connected to online distribution channels.</li> <li>• Reliance on RTD (main booking source).</li> <li>• Tanzania seen as a seasonal destination due to the general perception of the migration (High season)</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Lodge enhancements - Fitness room, photographic hide, elevating F&amp;B offering, solar, general maintenance</li> <li>• Leveraging on new trade relationships &amp; NGO partnerships.</li> <li>• Circuit offering - long term - new camps / lodges come on board.</li> <li>• Targeting direct and web bookings at better yielding rates.</li> <li>• Established source markets to increase travel 2024 / 2025.</li> <li>• Tapping into new source markets and reaching a larger audience through digital channels.</li> <li>• Focused campaigns and communications</li> </ul>	<ul style="list-style-type: none"> <li>• Security/health concerns - some reluctance to travelling to Africa.</li> <li>• Political unrest &amp; impact thereof</li> <li>• Economic impacts / inflation rates.</li> <li>• Increase in product openings in the Serengeti.</li> <li>• Increase in park fees.</li> <li>• Competing against neighbouring East African countries in terms of leisure demand / direct flights - Kenya, Rwanda.</li> </ul>

# TAASA CLIENTELE GEOGRAPHICAL MIX

Target customers B2C (business to consumer) for TAASA Lodge are made up of the following demographics based on the properties social media channels and website traffic combined stats:

COUNTRY	PERCENTAGE %
United States of America	63.74%
Tanzania	13%
Canada	10.58%
United Kingdom	4%
South Africa	2%
Australia	2%
Kenya	1.58%
Netherlands	1.50%
France	1.50%

GENDER	AGE	PERCENTAGE %
Female	25-65	69%
Male	24 - 54	31%

# SALES – FOCUS & ACTIVITIES

FOCUS	OBJECTIVE	ACTIVITIES	WHEN	WHO
<b>Increase revenue focus and continued push 2024.</b>	Drive revenue	<ul style="list-style-type: none"> <li>Monthly property performance stats shared with local SM / A2B / Reservations team to ensure top of mind awareness of targets to achieve. MTD vs YTD performance &amp; action accordingly.</li> </ul>	Monthly	MM / ILR
<b>Maintain key accounts &amp; drive new business based on prospect accounts identified.</b>	Account development	<ul style="list-style-type: none"> <li>Production list done, top accounts, including prospect accounts identified. Ensure all have 2024 rates issued, contracts signed, returned and uploaded to property PMS for future bookings tracked.</li> <li>Follow up mail to be done, by local SM thanking for interest in TAASA, investigate production potential &amp; source markets.</li> </ul>	Ongoing	RM / LB
			Ongoing	RM
<b>Preferred partnership agreement</b>	Drive revenue	<ul style="list-style-type: none"> <li>Override agreement to Top 5 local DMC's – Base targets calculated vs turnover incentive percentages to be received.</li> </ul>	Q1	MM / ILR / RM
<b>Group series business 2025 / 2026.</b>	Base business	<ul style="list-style-type: none"> <li>A2B assistance required from attendance at USTOA to identify potential group series for next contracting season – 2025 / 2026. Local SM to engage with DMC to action.</li> </ul>	Q4, 2023	A2B / RM

# SALES – FOCUS & ACTIVITIES

FOCUS	OBJECTIVE	ACTIVITIES	WHEN	WHO
<b>Acquisition of new business</b>	Grow client base	<ul style="list-style-type: none"> <li>● Mapping of International accounts sheet + A2B monthly feedback report for follow up by local SM with respective local DMC. Engagements done for future production anticipated and property itinerary inclusions.</li> <li>● Lead conversion through reservations office identified weekly for client engagement and follow ups by local SM to target and action.</li> <li>● Introduce TAASA for 2024 representation and participation in line with new International source markets targeted:               <ul style="list-style-type: none"> <li>○ OurAfrica Travel – Virtual – February 2024</li> <li>○ Experience Africa – UK – July 2024</li> </ul> </li> <li>● Local representation and participation to expose TAASA to by local Sales Manager. Incorporating pre/post sales calls to:               <ul style="list-style-type: none"> <li>○ Derek Houston workshop – Nairobi</li> <li>○ Derek Houston workshop – Dar Es Salaam</li> <li>○ East Africa Regional Travel Show – Nairobi</li> </ul> </li> <li>● Tanzania Tourism - Identify which shows for collaboration and participation. Pre / post fam opportunities / networking events.</li> </ul>	<p>Q1 – Q4 Ongoing</p> <p>Q1 – Q4 Weekly</p> <p>Feb 2024 July 2024</p> <p>July 2024 Oct 2024 Nov 2024</p> <p>Ongoing</p>	<p>MM / RM</p> <p>RM</p> <p>MM RM</p> <p>RM RM RM</p> <p>RM</p>

# SALES – FOCUS & ACTIVITIES

FOCUS	OBJECTIVE	ACTIVITIES	WHEN	WHO
<b>Sales CRM (Customer Relationship Management)</b>	Remain top of mind	<ul style="list-style-type: none"> <li>• TAASA educational to new &amp; existing business agents (who have not seen the property) Showcase property offering &amp; services, remain top of mind.</li> <li>• Quarterly breakfast / luncheon with producing clients. TAASA S&amp;M team / Country Manager / Lodge Managers where possible to attend.</li> <li>• Bi-Annual Chef's table with key role players and producers. Hosted by local SM, in conjunction with Country Manager – maintain and build relationships.</li> <li>• Personalised phone call &amp; gift drop off monthly to Top 5 producers. Thank for business received.</li> <li>• Ongoing sales calls / meetings and product training with clients in offices.</li> </ul>	<p>Q2</p> <p>Q1 – Q4</p> <p>Bi-Annual</p> <p>Monthly</p> <p>Ongoing</p>	<p>RM</p> <p>RM / ILR Lodge Managers</p> <p>RM / ILR</p> <p>ILR</p> <p>RM</p>
<b>Membership Associations</b>	Relationship building / remain top of mind.	<ul style="list-style-type: none"> <li>• Association inclusions: ATTA, TATO, Africa Hub, APTA, Tanzania Tourism – Building relationships with key stakeholders, networking opportunities. Possible host of an event to showcase the lodge and offering.</li> <li>• Utilize memberships database for property communications to be shared and continued product training provided online.</li> </ul>	Ongoing	RM / ILR

# MARKETING/DIGITAL - FOCUS & ACTIVITIES

FOCUS	OBJECTIVE	ACTIVITIES	WHEN	WHO
<b>Website</b>  TAASA website, Google Analytics & Console, Listings on external sites	Brand awareness  Leads	<ul style="list-style-type: none"> <li>● Implementation of a dedicated SEO strategy. By doing so increasing traffic to the website.</li> <li>● Web analytics reviewed monthly and continued drive based on strategy per source market.</li> <li>● Lead generation tracking (info enquiries)</li> <li>● Website checks for quarterly updates.</li> <li>● Monthly digital reporting – web/social traffic stats, paid advertising vs lead generation, demographics.</li> <li>● Update/manage TAASA listings on external sites</li> </ul>	Q1  Monthly  Quarterly  Monthly Quarterly	SN / MM
<b>Social Media</b>  Instagram, Facebook, LinkedIn	Brand awareness  Leads  Increase following and reach.	<ul style="list-style-type: none"> <li>● Social media calendar and implementation done by Keri, incorporating the below:</li> <li>● Build brand awareness – Emphasizing our Mission our Why, and the TAASA story.</li> <li>● Increase website traffic through targeted links.</li> <li>● Grow database</li> <li>● Compile customer testimonial videos and reviews.</li> <li>● Property focus months – highlighting staff profiles, new dishes, new sightings etc..</li> <li>● TAASA Experience</li> <li>● TAASA Moments</li> <li>● CSR/Sustainability.</li> <li>● Offers</li> <li>● Paid advertising to current / new &amp; emerging source markets.</li> </ul>	Q1- Q4	SN / KW / MM

# MARKETING/DIGITAL - FOCUS & ACTIVITIES

FOCUS	OBJECTIVE	ACTIVITIES	WHEN	WHO
<b>Newsletter</b>	Client engagement  Leads	<ul style="list-style-type: none"> <li>• Database set up – past / new clients (opt-in).</li> <li>• Database growth – new clients sign up (feedback forms after stay), social media, email signature &amp; collateral.</li> <li>• Consistent quarterly communications based on updates / offerings / Mission Statement / TAASA Moments / Blogs shared.</li> </ul>	Ongoing  Quarterly	SN / KW  SN / KW / Content Writer
<b>Blogs</b>	Drive web traffic & increase SEO ranking.  Leads	<ul style="list-style-type: none"> <li>• Themed blogs – family focus, feel good focus, touch points etc.. written by content writer.</li> <li>• <u>Distribution</u>:</li> <li>• Monthly – website, socials media, email signature.</li> <li>• Quarterly – newsletter (database mailer)</li> </ul>	Quarterly	SN / KW / Content Writer
<b>Media / Influencer opportunity</b>	Brand awareness	<ul style="list-style-type: none"> <li>• Align with selected press / media / influencer opportunity fitting to our brand and messaging.</li> <li>• Reciprocal requirements agreed based on objectives to be achieved.</li> <li>• Flow through for content used on TAASA digital platforms.</li> </ul>	On request	SN / KW / MM
<b>Advertising</b>	Brand awareness	<ul style="list-style-type: none"> <li>• Ad hoc advertising opportunities with local membership associations. TATO, Africa Hub, ATTA</li> </ul>	On request	RM
<b>Collaboration with local airlines</b>	Brand awareness	<ul style="list-style-type: none"> <li>• Intra Africa opportunity / advertising – Call to action</li> </ul>	Q1 & Q4 – Ad hoc	RM

# MARKETING/DIGITAL - FOCUS & ACTIVITIES

FOCUS	OBJECTIVE	ACTIVITIES	WHEN	WHO
<b>TAASA Offers</b>	Leads	<ul style="list-style-type: none"> <li>• Ensure TAASA B2C offers are loaded to TAASA website under offers page.</li> <li>• Offers loaded as per demand calendar for continuity and visibility to B2C market – info@taasa email address used.</li> </ul> <p><u>Current offers:</u></p> <ul style="list-style-type: none"> <li>• 3 x night offer.</li> <li>• 5 x night offer.</li> </ul> <p><u>*New* TAASA offers to consist of:</u></p> <ul style="list-style-type: none"> <li>• Celebration package / offer.</li> <li>• Family offer.</li> <li>• Value added offer. (Ex: vehicle/ spa treatments)</li> </ul>	Q1 – Q4	SN / MM / RM
<b>Marketing collateral</b>	Brand standard / marketing visuals	<ul style="list-style-type: none"> <li>• Current collateral reviewed and updated (including digital - WETU, APTA, ect)</li> <li>• New collateral required (signage, lodge materials, brochures, presentations, stationery, gifting, promotional materials, digital banners, e-signatures, offers, curio store)</li> </ul>	Ongoing	RM / SN / MM / ILR
<b>Guest Reviews - Online / RTD post-travel clients / TAASA feedback form</b>	Brand Awareness Product development	<ul style="list-style-type: none"> <li>• Managing / Collating all reviews &amp; feedback</li> <li>• Reposting guest reviews - word of mouth</li> <li>• Internal lodge/service/experience auditing</li> </ul>	Monthly	SN / KW
<b>Google my business</b>	Brand awareness / leads	<ul style="list-style-type: none"> <li>• Review, update and optimize listing</li> </ul>	Monthly	SN

## REVENUE – FOCUS & ACTIVITIES

FOCUS	OBJECTIVE	ACTIVITIES	WHEN	WHO
<b>Budget / Forecasting / Reporting</b>	Financial performance	<ul style="list-style-type: none"> <li>• Monthly financial review calls</li> <li>• Quarterly review 12 month forecast</li> </ul>	Monthly Quarterly	ILR, Agnes, MM, RM, MH
<b>TAASA – Sales goals</b>	Ensure monthly targets are met / exceeded	<ul style="list-style-type: none"> <li>• Incentivise model to be implemented</li> <li>• Budget will drive monthly sales targets</li> </ul>	Q1	MM, ILR
<b>Business Analysis</b>	Review productivity	<ul style="list-style-type: none"> <li>• Reports pulled based on:</li> <li>• Account development</li> <li>• Preferred partnership agreements</li> <li>• Status / lead conversion</li> <li>• Uptake on offers / campaigns</li> <li>• Complimentary stays vs business received (agents)</li> </ul>	Monthly	RM, MM, Lucy
<b>Pricing / Contracting</b>	Remain competitive	<ul style="list-style-type: none"> <li>• 2025 rates contracting done with local and international agents / operators.</li> <li>• YOY pricing analysed to ensure remain competitive.</li> <li>• Comp set analysis</li> </ul>	Q2	RM, MM

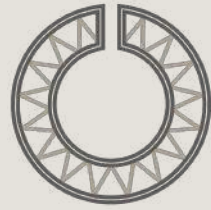
# DEMAND CALENDAR

MONTH	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<b>Sales</b>		<ul style="list-style-type: none"> <li>• OurAfrica Virtual 5<sup>th</sup> – 9<sup>th</sup></li> </ul>			<ul style="list-style-type: none"> <li>• TAASA client educational</li> </ul>	<ul style="list-style-type: none"> <li>• Chef's table – top producers</li> </ul>
<b>Marketing</b>	<ul style="list-style-type: none"> <li>• Focus, Brand - Mission statement &amp; Why</li> <li>• Targeted Ad - 3 night offer (HS)</li> <li>• Blog</li> </ul>	<ul style="list-style-type: none"> <li>• Focus, TAASA moments - safari &amp; private vehicles</li> <li>• Targeted Ad - 5 night offer (HS)</li> <li>• Blog</li> </ul>	<ul style="list-style-type: none"> <li>• Focus, TAASA experience</li> <li>• “Launch” Celebration package</li> <li>• Blog</li> <li>• <b>Newsletter distribution</b></li> </ul>	<ul style="list-style-type: none"> <li>• Focus, TAASA Moments,</li> <li>• Blog</li> <li>• “Launch” family package</li> </ul>	<ul style="list-style-type: none"> <li>• Focus, TAASA team</li> <li>• Blog</li> </ul>	<ul style="list-style-type: none"> <li>• Focus, TAASA experience</li> <li>• Value added offer</li> <li>• Blog</li> <li>• <b>Newsletter distribution</b></li> </ul>
Monthly Advertising: Google Ad - Website, Social Media - Brand awareness/database						
MONTH	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<b>Sales</b>	<ul style="list-style-type: none"> <li>• Experience Africa – UK, 1<sup>st</sup> - 3<sup>rd</sup></li> <li>• UK pre / post sales calls</li> <li>• Derek Houston workshop – Nairobi, 16<sup>th</sup> - 18<sup>th</sup></li> <li>• Nairobi pre/post sales calls</li> </ul>			<ul style="list-style-type: none"> <li>• Derek Houston workshop – Dar, 19<sup>th</sup></li> <li>• Dar pre/post sales calls</li> </ul>	<ul style="list-style-type: none"> <li>• East Africa Regional Travel Show – Nairobi</li> <li>• Dates TBA</li> <li>• Nairobi pre/post sales calls</li> </ul>	<ul style="list-style-type: none"> <li>• Client appreciation year end event.</li> </ul>
<b>Marketing</b>	<ul style="list-style-type: none"> <li>• Focus, CSR/EWP</li> <li>• Blog</li> <li>• Family Influencer colab - TBC</li> </ul>	<ul style="list-style-type: none"> <li>• Focus, TAASA moments</li> <li>• Blog</li> </ul>	<ul style="list-style-type: none"> <li>• Focus, TAASA experience</li> <li>• Blog</li> <li>• <b>Newsletter distribution</b></li> </ul>	<ul style="list-style-type: none"> <li>• Targeted Ad - (LS)</li> <li>• Blog</li> </ul>	<ul style="list-style-type: none"> <li>• Focus, TAASA Moments</li> <li>• Targeted Ad - (LS)</li> <li>• Blog</li> </ul>	<ul style="list-style-type: none"> <li>• Brand/website Ad (socials)</li> <li>• Blog</li> <li>• <b>Newsletter distribution</b></li> </ul>
Monthly Advertising: Google Ad - Website, Social Media - Brand awareness/database						

# DEMAND CALENDAR

MONTH	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<b>Sales</b>		<ul style="list-style-type: none"> <li>• OurAfrica Virtual 5<sup>th</sup> – 9<sup>th</sup></li> </ul>			<ul style="list-style-type: none"> <li>• TAASA client educational</li> </ul>	<ul style="list-style-type: none"> <li>• Chef's table – top producers</li> </ul>
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Monthly Advertising: Google Ad - Website, Social Media - Brand awareness/database						
MONTH	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<b>Sales</b>	<ul style="list-style-type: none"> <li>• Experience Africa – UK, 1<sup>st</sup> - 3<sup>rd</sup></li> <li>• UK pre / post sales calls</li> <li>• Derek Houston workshop – Nairobi, 16<sup>th</sup> – 18<sup>th</sup></li> <li>• Nairobi pre/post sales calls</li> </ul>			<ul style="list-style-type: none"> <li>• Derek Houston workshop – Dar, 19<sup>th</sup></li> <li>• Dar pre/post sales calls</li> </ul>	<ul style="list-style-type: none"> <li>• East Africa Regional Travel Show – Nairobi</li> <li>• Dates TBA</li> <li>• Nairobi pre/post sales calls</li> </ul>	<ul style="list-style-type: none"> <li>• Client appreciation year end event.</li> </ul>
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Monthly Advertising: Google Ad - Website, Social Media - Brand awareness/database						

1. ResPad / Potential new - CRM / Account Development System / Calendars and Feedback Reporting
2. Lead Conversion (ResPad / new CRM system)
3. TAASA Sales Goals
4. Forecasting and Reporting
5. Website Analytics
6. Social Media Analytics



# TAASA

— TANZANIA SAFARI LODGE —





**12-month sales and marketing budget**

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Brochures and publications	\$ -	\$ -	\$ 200.00	\$ -	\$ -	\$ 200.00	\$ -	\$ -	\$ 200.00	\$ -	\$ -	\$ -	\$ 600.00
Client events	\$ -	\$ 450.00	\$ -	\$ -	\$ 450.00	\$ 1,600.00	\$ -	\$ 450.00	\$ -	\$ -	\$ 450.00	\$ 1,600.00	\$ 5,000.00
Educationals and workshops	\$ -	\$ -	\$ -	\$ -	\$ 4,913.00	\$ -	\$ 1,600.00	\$ -	\$ -	\$ 710.00	\$ -	\$ -	\$ 7,223.00
General advertising	\$ -	\$ -	\$ 300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300.00	\$ -	\$ -	\$ 600.00
Gifts to agents	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 300.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 1,180.00
Other marketing costs	\$ 465.00	\$ 465.00	\$ 465.00	\$ 465.00	\$ 465.00	\$ 465.00	\$ 465.00	\$ 465.00	\$ 465.00	\$ 465.00	\$ 465.00	\$ 465.00	\$ 5,580.00
Printing and stationery	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 650.00	\$ 50.00	\$ 1,200.00
Professional memberships	\$ 1,210.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 620.00	\$ 480.00	\$ 855.00	\$ 155.00	\$ 155.00	\$ 155.00	\$ 155.00	\$ 155.00	\$ 4,180.00
Sundry travelling costs	\$ 3,200.00	\$ 800.00	\$ 1,500.00	\$ 500.00	\$ 600.00	\$ 4,050.00	\$ 2,300.00	\$ 400.00	\$ 1,000.00	\$ 1,800.00	\$ 1,800.00	\$ 1,100.00	\$ 19,050.00
Trade shows - participation	\$ 1,000.00	\$ 855.00	\$ 500.00	\$ 500.00	\$ -	\$ 4,000.00	\$ -	\$ -	\$ -	\$ 700.00	\$ 2,500.00	\$ 1,250.00	\$ 11,305.00
US Representation	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 36,000.00
	\$ 9,005.00	\$ 5,780.00	\$ 6,175.00	\$ 4,675.00	\$ 10,398.00	\$ 13,925.00	\$ 8,350.00	\$ 4,600.00	\$ 4,950.00	\$ 7,260.00	\$ 9,100.00	\$ 7,700.00	\$ 91,918.00

**TAASA Luxury Lodges & Camps**

**Address.** TAASA Lodge Head Office - House No. 6, Ingira Street, Arusha  
**Website.** [www.taasalodge.com](http://www.taasalodge.com) | **Tel.** +255 684 229 936 | **Email.** [info@taasalodge.com](mailto:info@taasalodge.com)



RACK RATES 2024	HIGH SEASON 1 June - 31 October 21 December – 31 December	LOW SEASON 1 January - 31 May 1 November - 20 December
Single	1145	985
Sharing (first 2 occupants)	985	845
Children (between 12 and 17 years)	490	425
Children (between 5 and 11 years)	245	210

Rates indicated in USD (\$) and are inclusive of VAT | Rates indicated are per person per night | Children 0-4 years are accommodated on a complimentary basis

## TERMS & CONDITIONS

### RATE INCLUSIONS

- Rates are inclusive of accommodation, breakfast, lunch, dinner, selected house beverages, laundry services, Wi-Fi, and return transfers (Lobo Airstrip)
- All guests are entitled to unlimited participation in game drives in a shared-use 4x4 safari vehicle with a TAASA guide (morning and afternoon game drives), safari activities in the concession area, bush breakfast, sundowners, 'Boma' dinner, and one cultural visit to the local Maasai village.

### RATE EXCLUSIONS

All bookings are exclusive of;

- French Champagne, premium wines & spirits, flights, gratuities, items of a personal nature, any shop purchases, private vehicles, and any additional off-site activities.
- **Sole use of a private game vehicle:** Pre-bookings are essential, and charged at \$300.00 per day (*non-commissionable*)
- **1% Tourism Development Levy (TDL) is charged on the nett accommodation rate**
- **Government taxes:** Taasa reserves the right to adjust rates based on Government tax adjustments
- **TAASA Concession Fees and Serengeti National Park Entry Fees which are charged per person per night** (*subject to concession regulations and subject to change without prior notice*) - See next page
- **Night game drives are charged as follows:**
  - Adults (Of or above the age of 17 years) - \$118 per person per night
  - Children (Between the age of 5 - 17 years) - \$59 per person per night
  - The above fees are inclusive of VAT.
- Rates exclude Tanzania Visa's - *For information [click here](#)*

### PRICING DISCLAIMER

TAASA Rates, Serengeti National Park Fees and Concession Fees are subject to availability and are subject to change without prior notice.

### FIT BOOKING & PAYMENT POLICY

- Provisional bookings are subject to availability and will expire automatically without notification as follows:
- Bookings made less than 30 days prior to arrival will be held for a maximum of 48 hours
- Bookings made 30 - 90 days prior to arrival will be held for a maximum of 7 working days
- Bookings made more than 90 days prior to arrival will be held for a maximum of 14 working days
- A 20% deposit payment is required within 7 days of booking confirmation (*please use invoice number as reference*)
- Full pre-payment (100%) is required 45 days prior to arrival
- Full pre-payment is required on bookings made less than 45 days prior to arrival



RACK RATES 2025	HIGH SEASON 1 June - 31 October 21 December – 31 December	LOW SEASON 1 January - 31 May 1 November - 20 December
Single	1 230	1 060
Sharing (first 2 occupants)	1 060	910
Children (between 12 and 17 years)	530	455
Children (between 5 and 11 years)	265	225

Rates indicated in USD (\$) and are inclusive of VAT | Rates indicated are per person per night | Children 0-4 years are accommodated on a complimentary basis

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- Bookings made 30 - 90 days prior to arrival will be held for a maximum of 7 working days
- Bookings made more than 90 days prior to arrival will be held for a maximum of 14 working days
- A 20% deposit payment is required within 7 days of booking confirmation (*please use invoice number as reference*)
- Full pre-payment (100%) is required 45 days prior to arrival
- Full pre-payment is required on bookings made less than 45 days prior to arrival

## TERMS & CONDITIONS, *continued*

### GROUP PAYMENT & BOOKING POLICY

- This policy applies to bookings of 8 tents or more.
- Provisional bookings are subject to availability and will expire automatically without notification as follows:
- Bookings made 45 - 60 days prior to arrival will be held for a maximum of 7 working days
- Bookings made more than 90 days prior to arrival will be held for a maximum of 14 working days
- A 10% non-refundable deposit is required within 7 days of booking in order to secure your reservation (*please use invoice number as reference*)
- Full pre-payment (100%) is required 45 days prior to groups arrival
- Bookings made less than 45 days prior to arrival (100%) full pre-payment is required.
- Final rooming list to be received 30 days prior to groups arrival
- One complimentary stay per 15 paying guests (excluding children) in a group. Concession fees and Serengeti National Park fees will be payable by the complimentary guest.

### CANCELLATION POLICY

- Only written cancellations will be accepted. An acknowledgement of the cancellation will be sent from the reservations department.
- Reservations which are cancelled and reduced in length of stay are subject to the following fees under the below terms:

#### FIT Bookings

- Between 45 - 31 days prior to arrival: 50% cancellation fee
- 30 days or less prior to arrival: 100% cancellation fee

#### Group Bookings

- 45 days or less prior to arrival: 100% cancellation fee

### BANKING DETAILS

- Please submit your proof of payment to reservations to confirm your booking
- All payments are payable to **'Buffalo Luxury Tented Camps Ltd.'** as follows:

**Bank:** Exim Bank (T) Ltd.

**Branch:** Exim Corporate Centre (*Kijenge Road, PO Box 1119, Arusha*)

**USD account number:** 0260000336

**Swift:** EXTNTZTZ

**Chips UID:** 370780

### CONCESSION & PARK FEES

- TAASA Concession Fees and Serengeti National Park Entry Fees are excluded from TAASA rates, and are charged separately on a per person per day basis (*Calculated according to the nationality of the passport that the guest is travelling under*)
- Serengeti National Park Rates indicated below are for International Travelers. East African, Tanzanian and Expatriate rates available on request.
- **Non-commissionable, inclusive of TAX, and subject to change without prior notice.**

SERENGETI NATIONAL PARK ENTRY FEES:	ADULTS 16 years and older	CHILDREN 5 - 15 years old	CHILDREN 0 - 4years old
International Visitor	\$ 82.60	\$ 23.60	Complimentary
Regional Visitor	\$ 41.30	\$12.00	Complimentary

TAASA CONCESSION FEES:	ADULTS 16 years and older	CHILDREN 5 - 15 years old	CHILDREN 0 - 4years old
All Visitors	\$ 53.10	\$ 41.30	Complimentary



**12-month sales forecast**

	January	February	March	April	May	June	July	August	September	October	November	December	Total
<b>Revenue</b>	<b>\$ 110,819</b>	<b>\$ 187,355</b>	<b>\$ 115,102</b>	<b>\$ 34,777</b>	<b>\$ 141,323</b>	<b>\$ 308,425</b>	<b>\$ 365,671</b>	<b>\$ 332,375</b>	<b>\$ 295,574</b>	<b>\$ 187,508</b>	<b>\$ 134,618</b>	<b>\$ 241,688</b>	<b>\$ 2,455,237</b>
Rooms	\$ 80,914	\$ 128,927	\$ 78,244	\$ 22,568	\$ 99,577	\$ 227,980	\$ 270,294	\$ 245,683	\$ 218,481	\$ 138,601	\$ 94,853	\$ 173,888	\$ 1,780,010
Food & Beverage	\$ 9,940	\$ 16,962	\$ 10,945	\$ 3,535	\$ 12,771	\$ 24,610	\$ 29,178	\$ 26,521	\$ 23,585	\$ 14,962	\$ 12,165	\$ 20,742	\$ 205,915
Other	\$ 19,965	\$ 41,467	\$ 25,913	\$ 8,674	\$ 28,975	\$ 55,835	\$ 66,199	\$ 60,171	\$ 53,509	\$ 33,945	\$ 27,600	\$ 47,058	\$ 469,312

<i>Salient information</i>	January	February	March	April	May	June	July	August	September	October	November	December	Total / Average
Bed nights sold	206	389	275	38	303	539	539	567	560	409	385	410	4620
Bed nights available	744	696	744	720	744	720	744	744	720	744	720	744	8784
Average occupancy	28%	56%	37%	5%	41%	75%	72%	76%	78%	55%	53%	55%	53%
Average room rate	\$ 392.79	\$ 331.43	\$ 284.52	\$ 593.90	\$ 328.64	\$ 422.97	\$ 501.47	\$ 433.30	\$ 390.14	\$ 338.88	\$ 246.37	\$ 424.12	\$ 390.71
Revenue per available room	\$ 108.76	\$ 185.24	\$ 105.17	\$ 31.34	\$ 133.84	\$ 316.64	\$ 363.30	\$ 330.22	\$ 303.45	\$ 186.29	\$ 131.74	\$ 233.72	\$ 202.48

**TAASA Luxury Lodges & Camps**

**Address.** TAASA Lodge Head Office - House No. 6, Ingira Street, Arusha  
**Website.** [www.taasalodge.com](http://www.taasalodge.com) | **Tel.** +255 684 229 936 | **Email.** [info@taasalodge.com](mailto:info@taasalodge.com)



**THE UNITED REPUBLIC OF TANZANIA**  
**MINISTRY OF NATURAL RESOURCES AND TOURISM**  
**TOURISM DIVISION**  
**LICENSE TO CARRY ON THE BUSINESS OF**

**Accommodation Facility**

*Tourism Act No.11, 2008*

**License No: 016588**

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1.(a) License is hereby granted to: **BUFFALO LUXURY TENTED CAMP LTD**

To carry on the business of Tourism Class C

Established under the business name of: **BUFFALO LUXURY TENTED CAMP LTD**

Located at: **LOLIONDO**

2. Specific nature of tourism business to be operated: **Lodge 3 Star - Inside Attraction Area**

3.(a) Date of Issue **2023-12-19 15:00:59** (b) Date of Expiry **2024-12-31 23:00:00**

4. Fee Paid (USD) **3000.00** Control Number **994510049620**



Signed -----  
**Director of Tourism**

CTIN: 1846285



# TANZANIA REVENUE AUTHORITY

## CERTIFICATE OF REGISTRATION FOR TAXPAYER IDENTIFICATION NUMBER (TIN)

(ISSUED UNDER SECTION 23 OF THE TAX ADMINISTRATION ACT 2015)

**THIS IS TO CERTIFY THAT**  
BUFFALO LUXURY TENTED CAMP LTD

HAS BEEN REGISTERED WITH THE TANZANIA REVENUE AUTHORITY  
AND ASSIGNED THE TAXPAYER IDENTIFICATION NUMBER

107-438-068

WITH EFFECT FROM: 28 November 2008

TRA LOCATION: ARUSHA

TAX OFFICE: ARUMERU

PHYSICAL LOCATION:

BLOCK No. F

STREET / AREA: MOSHI/ARUSHA-USA RIVER

OFFICIAL SEAL

ELIJAH G. MWANDUMBYA

COMMISSIONER FOR DOMESTIC REVENUE

NOTE: THE REQUIREMENTS UNDER WHICH THIS CERTIFICATE IS ISSUED ARE STATED OVERLEAF



**THE UNITED REPUBLIC OF TANZANIA**  
**MINISTRY OF NATURAL RESOURCES AND TOURISM**  
**TOURISM DIVISION**

**LICENSE TO CARRY ON THE BUSINESS OF**

**Tourism Agent**

*Tourism Act No.11, 2008*

**License No: 016589**

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1.(a) License is hereby granted to: **BUFFALO LUXURY TENTED CAMP LTD**

To carry on the business of Tourism Class A

Established under the business name of: **BUFFALO LUXURY TENTED CAMP LTD**

Located at: **ARUSHA**

2. Specific nature of tourism business to be operated: **Tour Operator (10-30 Vehicles)**

3.(a) Date of Issue	2023-12-19 14:59:41	(b) Date of Expiry	2024-12-31 23:00:00
4. Fee Paid (USD)	5000.00	Control Number	994510049621



Signed -----  
**Director of Tourism**



# **TANZANIA REVENUE AUTHORITY**

## **Certificate of Registration for Value Added Tax (VAT)**

(ISSUED UNDER SECTION 20 OF THE VALUE ADDED TAX ACT NO. 24 OF 1997)

**THIS IS TO CERTIFY THAT  
BUFFALO LUXURY TENTED CAMP LTD**

**WHOSE TAXPAYER IDENTIFICATION NUMBER (TIN) IS**

107-438-068

**HAS BEEN REGISTERED FOR VALUE ADDED TAX (VAT)**

**AND ASSIGNED VAT REGISTRATION NUMBER (VRN)**

40-003217-D

**FOR BUSINESS LOCATED AT LOLIONDO 1  
LOLIONDO**

**WITH EFFECT FROM 08 April 2009**

**GIVEN UNDER MY HAND**

**THIS 8th DAY OF April 2009**

*[Signature]*  
**JOANNES N. A. MALLY  
COMMISSIONER FOR VAT**



FOR NATIONAL DEVELOPMENT



FOR NATIONAL DEVELOPMENT

NOTE: THE REQUIREMENTS UNDER WHICH THIS CERTIFICATE IS ISSUED ARE STATED OVERLEAF



**THE UNITED REPUBLIC OF TANZANIA**

**BUSINESS LICENCE**

**B.L.No: 20000064217**

*The Business Licensing Act No. 25 of 1972 (R.E. 2002)*

1. Issuing office : **BUSINESS REGISTRATIONS AND LICENSING AGENCY**
2. Tax Identification Number:
3. Licence issued to: **BUFFALO LUXURY TENTED CAMPS LIMITED** for the Business of :  
**Tourist Lodges**
4. Business Location  
Region: **Arusha**  
District: **Arusha District Council**  
Ward: **Unknown**  
Street: **CLOLOSOKW**
5. Principal/Branch: **Principal**
6. Amount of fee paid: **TZS 202500** Receipt No: **5149592** on: **21/03/2024**
7. Renew of Licence No: 20000037611 Dated: 06/10/2022
8. Date of Issue: **25/03/2024** Expiring date: **16/09/2024**



*This digital copy does not require a signature authority*

NOTE - This Business Licence must be kept in a conspicuous position at the principal place of business . Any change in the particulars originally registered must be notified to the Licence Issuer.



**110/1/315267/2024**  
**TOUR OPERATOR'S LIABILITY POLICY**  
**BUFFALO LUXURY TENTED CAMPS LTS/ TAASA**  
**PRIVATE RESERVE**

---

**IMPORTANT**  
**THIS POLICY SHOULD BE EXAMINED AND IMMEDIATELY RETURNED**  
**IF ANY ERROR BE FOUND THEREIN**

**TOUR OPERATORS' LIABILITY**  
**POLICY DOCUMENT**

PREAMBLE

The **Insurer** and the **Insured** agree:

The **Insurer** will provide the insurance described in this Policy subject to the terms and conditions for the period shown in the Schedule and any subsequent period for which the **Insured** shall pay and the **Insurer** shall agree to accept the premium.

Any word or expression to which a specific meaning has been attached shall bear such meaning wherever it appears. Provided that this Policy shall not be in force unless it has been signed by an authorized official of the **Insurer**.

Policy Schedule

<b>Policy number</b>	110/1/315267/2024
<b>Insured</b>	Buffalo Luxury Tented Camps Ltd/Taasa Private Reserve
<b>Insured Address</b>	Arusha, Tanzania
<b>Insurer</b>	Zanzibar Insurance Corporation
<b>Policy Period</b>	<b>From:</b> 01 Jan 2024 <b>To:</b> – 31 Dec 2024
<b>Jurisdiction</b>	Worldwide incl. USA & Canada / Worldwide
<b>Territorial Limits</b>	East Africa / Africa / Worldwide
<b>Extreme Activities</b>	Not Covered
<b>Sum Insured</b>	\$ 1,000,000.00
<b>Premium</b>	\$ 1500
<b>Vat</b>	\$ 270
<b>Total Premium</b>	\$ 1,770

In witness whereof the undersigned being authorized by the Director of Corporation has set his hands on 01<sup>st</sup> of January 2024.



For Managing Director

### Limit of Indemnity

Section Limits	Limit in the Annual Aggregate	Deductible (each and every loss)
Public&Tour Operators Liability	USD 1,000,000.00	YES
Product Liability	USD	NIL
Incidental Errors & Omission	USD	NIL
Incidental Medical Malpractice	USD	NIL

### Extensions

Extension	Any one Occurrence	Annual Aggregate	Covered
Employer's Liability	10% of Limit of Indemnity	10% of Limit of Indemnity	NIL
Care, Custody & Control	USD 200,000	Not Applicable	NIL
Advertisers Liability	USD 250,000	Not Applicable	NIL
Mitigation Expenses	USD 10,000	Not Applicable	NIL



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## Application of Indemnity Clause

### LIMITS OF INDEMNITY

The Insurer's total liability to pay damages shall not exceed the amount stated in the Schedule of Limits of Indemnity for each Section in respect of any one Occurrence and, where stated, in the Annual Aggregate per Section.

Should any limit of indemnity in respect of any Section of the Policy that provides cover on a Losses Occurring basis be altered during the Period of Insurance the original Limit of Indemnity shall apply to all claims made or deemed to have been made or arising out of any Occurrence prior to the date of such alteration.

In the event of any one originating cause giving rise to a claim or series of claims which form the subject of indemnity by more than one Section of this Policy, each Section shall apply separately and be subject to its own separate limits of indemnity provided always that the total amount of Insurers' liability shall be limited to the greatest Indemnity Limit available under any one of the Sections affording indemnity for the claim or series of claims.

### DEDUCTIBLES

The Deductible amounts stated in the Policy apply each and every claim or series of claims arising out of an Occurrence. The Deductible shall not be cumulative and where an Occurrence could give rise to the application of more than one Deductible, only the highest Deductible shall apply.

### General Definitions

Any word or expression to which a specific meaning has been attached in any part or Section of this Policy shall bear that meaning wherever it shall appear unless stated to the contrary.

1. Insured means the company(ies) or person(s) named in the Schedule including subsidiary companies notified to and agreed as accepted by the Insurer
2. Insured's Business means any activity in which the Insured will engage as owners and/or operators of a Travel Agent and/or Tour Operator.
3. Additional Insured means any person or organization with a written contract of agreement with the Insured whereby the Insured undertakes to provide services in favour of such person or organization which form part of the Insured's Business. Such person or organization will only be deemed as an Additional Insured in respect of liability arising out of any negligent breach of the Insured from Insured Business activities under the scope of work in such contract or agreement.

The insurance will not apply to Personal Injury or Property Damage occurring after all work to be performed for or on behalf of the additional insured(s) by the Insured has been completed.

4. Personal Injury means any physical injury, physical illness or death but excluding any intangible psychological injury, emotional trauma or anguish

Where it is not otherwise possible to ascertain the timing of Injury, then for the purposes of

determining the indemnity granted:

The Injury shall be deemed to have occurred when the claimant first consulted a qualified medical practitioner regarding such Injury, whether or not it was correctly diagnosed at the time. If no such consultation took place, then the Injury shall be deemed to have occurred when the Insured was first advised of the Injury.

5. Property Damage means physical loss of or damage to tangible property

Where it is not otherwise possible to ascertain the timing of Damage, then for the purposes of determining the indemnity granted:

The Damage shall be deemed to have occurred when it first became evident to the claimant, even if the cause was unknown

6. Insured Product means any goods or other property including containers, packaging, labelling and instructions for use sold, supplied or delivered by the Insured in connection with the Business.

7. Employee means any person:

- 7.1. employed under a contract of service or apprenticeship with the Insured,

- 7.2. engaged by or seconded to the Insured (including a volunteer worker) whilst performing any function for or on behalf of the Insured,

- 7.3. engaged by or on behalf of the Insured to perform a contract constituting the provision of labour only for the purpose of carrying out the day to day operations of the Business.

8. Losses Occurring means indemnity applies in respect of Injury or Damage occurring during the Period of Insurance

9. Claims Made means this insurance will apply only to claims first made against the Insured during the Period of Insurance (or within 60 days of expiry unless further insurance in substitution hereof has been affected by or on behalf of the Insured which will indemnify the Insured in respect of such losses).

10. Vehicle means any land vehicle and any trailer, semi-trailer or caravan whilst attached thereto (including any machinery or apparatus attached thereto) whether self-propelled or not which may or may not be subject to motor vehicle registration.

11. Costs and Expenses means costs, charges and expenses incurred by the Insurer or by the Insured with the Insurer's consent.

- 11.1. in the representation at any inquest or accident inquiry in respect of Injury which may form the subject of indemnity under this Policy and/or in defending any proceedings in a Court of Summary Jurisdiction in respect of matters which may form the subject of indemnity by this Policy;

- 11.2. with the prior written consent of the Insurers for preventative consultation in respect of circumstances notified to Insurers in respect of which no claim has been made or intimated;
- 11.3. for such emergency medical treatment as may appear necessary in respect of Injury which may form the subject of indemnity by this Policy.

12. Pollution or Contamination

- a. All pollution or contamination of buildings or other structures or of water or land or the atmosphere and
- b. All Injury loss or Damage directly or indirectly caused by such pollution or contamination

All pollution or contamination which arises out of one incident shall be deemed to have occurred at the time such incident takes place.

13. Territorial Limits mean the country(ies) stated in the schedule but not:

- 13.1. In connection with any business carried on by the Insured at or from premises within United States of America, Canada and Australia, their territories and possessions
- 13.2. Any country or territory where:
  - i. any government embargo or sanction prohibits the Insured from trading; or
  - ii. any government embargo or sanction prevents the Insurers from providing insurance; or
  - iii. legal proceedings are brought to enforce an award or judgement made in the places specified in (i) and (ii) hereof whether by way of reciprocal agreement or otherwise.

14. East Africa is defined as Kenya, Tanzania, Uganda, Rwanda and Burundi only.

## General Conditions

1. This Policy will be governed by the laws of the country(ies) specified in the schedule, whose courts shall have jurisdiction in any dispute arising hereunder.
2. The due observance and fulfillment of any of the provisions of this Policy that require anything to be done or complied with by the Insured and the truth of the answers and statements in the information supplied by or on behalf of the Insured are conditions precedent to any liability of the Insurers in respect of any claim made by the Insured under this Policy.
3. The Insured shall give notice to the Insurers within 60 days of any claim made against the Insured. The Insured shall give notice to the Insurers of any Occurrence or circumstance of which the Insured becomes aware that may give rise to a claim under this Policy within 60 days but in any event (in respect of such sections of the Policy which indemnify the Insured for claims first made during the Period of Insurance) not more than 60 days after the expiry of the Period of Insurance and shall give all such additional information as the Insurers may require. The Insured shall advise and forward to the Insurers immediately any writ, summons or other legal process issued or commenced against the Insured in connection with any claim made or Occurrence which may give rise to a claim being made is received by the Insured. The Insured shall furnish the Insurers with all information available respecting such claim, and the Insurers shall have the right to appoint adjusters, assessors or surveyors and to control all negotiations, adjustments and settlements in connection with such claim.
4. If any claim under this Policy is in any respect fraudulent all benefit in respect of such claim shall be forfeited.
5. No admission, offer, promise or payment shall be made or given by or on behalf of the Insured without the written consent of the Insurers (which consent shall not be unreasonably withheld) who shall be entitled but not obliged to take over and conduct in the name of the Insured the defense or settlement of any claim or to prosecute in the name of the Insured for their own benefit any claim for indemnity or damages or otherwise and shall have full discretion in the conduct of any proceedings and in the settlement of any claim and the Insured shall give all such information and assistance as the Insurers may reasonably require.
6. The Insurers may at any time pay to the Insured in connection with any claim (or series of claims) under the Policy to which a Limit of Indemnity applies the amount of such limit or any lesser amount for which such claim can be settled and upon payment being made the Insurers shall relinquish the conduct and control of and be under no further liability in connection with such claims except for the payment of Costs and Expenses incurred prior to the date of such payment.
7. If any claim made against the Insured shall form the subject of indemnity by any other current policy effected by the Insured, such claim shall, subject to the provisions of this Policy, be a claim in terms of this Policy only in respect of any excess beyond the amount payable by such other insurance.
8. Each Section / Extension of this Policy excludes any liability more specifically indemnified under any other Section / Extension.
9. The Insured shall give notice to the Insurers, as soon as practicable, of any material variation in any of the facts or information supplied to the Insurers by or on behalf of the Insured at the time this Policy or Section was effected or reviewed. The Insurers may amend the terms of this Policy or

Section according to the materiality of such information.

10. This Policy or any Section may be cancelled at any time by Insurers giving 30 days' notice in writing (or such other period as may be mutually agreed) or by the Insured giving immediate notice. From date of cancellation the Insured shall be entitled to refund premium pro-rata to the unexpired period of insurance subject always to the minimum policy premium of USD 280.
11. The Insured shall take all reasonable care to prevent injury or loss or damage and to maintain the premises, plant and all the other business assets in good repair and to comply with all statutory obligations and regulations. The Insured shall make good or remedy any defect or danger and take such additional precautions as may be required as soon as possible after discovery.
12. In this Policy references to any statutory provision are to be construed as references to that statutory provision as amended, supplemented, re-enacted, or replaced from time to time and are to include any orders, regulations, instruments or other subordinated legislation made under or deriving validity from that statutory provision.
13. In the event of payment under this policy in respect of a claim or legal proceedings, the Insurers shall be subrogated to the extent of such payment to all of the Insured's rights of recovery in respect of payment and shall be entitled to pursue and enforce such rights in the name of the Insured who shall provide the Insurers with all reasonable assistance and co-operation including the execution of all papers required and shall do everything that may be necessary to secure any rights including the execution of any documents necessary to enable the Insurers effectively to bring suit in the name of the Insured whether such acts shall be or become necessary before or after payment by the Insurers. The Insured shall do nothing to prejudice those rights. Any amount recovered in excess of the Insurers' total payment shall be restored to the Insured less the cost to the Insurers of such recovery.
14. It is a condition precedent to any liability of the Insurer in respect of Injury or Damage arising out of the activities carried out by the Insured and their guests that the following recommendations must be adhered to;
  - a) All safety equipment for equine, quad biking, cycling, camel riding, mountaineering, water sports and any other activity that requires the use of safety equipment should be provided at all times and be well maintained and checked regularly
  - b) All guests should be requested to sign and date waivers for all activities mentioned, including Big Five activities plus general safari camp stays
  - c) All guides activity organisers and staff are fully qualified experience in their particular field and records are kept accordingly
  - d) Full records must be kept at all times
15. It is a condition precedent to any liability of the Insurer in respect of Injury or Damage arising out of the tour activities carried out by the Insured, their contractors, sub-contractors, and their guests that, the activities they take part in, are purely for leisure purposes.

## General Extensions

### 1. CROSS LIABILITIES

Each legal entity indemnified is indemnified separately in respect of claims made against any of them by any other provided that the Insurer's total liability shall not exceed the applicable Limit of Indemnity. The Insurer shall not exercise rights of recourse against any such entity.

### 2. CLAIMS PREPARATION COSTS

The insurance under this Policy is extended to include reasonable costs incurred with prior written consent of the Insurer by the Insured in producing and certifying any particulars or details required by the Insurer in order to investigate any claim, provided that the liability of Insurers for such costs shall not exceed USD 10,000 per claim /event.

### 3. COSTS AND EXPENSES

The Insurer will, inclusive of the Limit of Indemnity stated in the Schedule of Limits of Indemnity, pay Costs and Expenses incurred with its written consent (which consent shall not be unreasonably withheld) in respect of any Occurrence or claim.

### 4. COMPENSATION FOR COURT ATTENDANCE

In the event of any of the Insureds attending court as a witness at the specific written request of the Insurer in connection with a legal proceeding notified under and covered by this Policy the Insurer will pay all reasonable expenses incurred by the Insureds because of their time off work, at the following rates per day for each day on which attendance is required:

- a) any director or partner of the Insured USD 50 maximum USD 500,
- b) any employee USD 25 maximum USD 250.

### 5. INDEMNITY TO OTHER PARTIES

If the Insured so request the Insurer will indemnify the following parties

- a) any officer or committee member or other member of the Insured's canteen social sports or welfare organisations or ambulance first aid fire medical or security services (but excluding medical practitioners) against liability incurred in such capacity
- b) any partner director or Employee of the Insured against liability incurred in such capacity and in respect of which the Insured would have been entitled to indemnity under this Section if the claim had been made against the Insured as though each party was individually named as the Insured in this Section
- c) any Principal for whom the Insured have agreed to execute work under contract or agreement against liability arising out of the performance of such work by the Insured and in respect of which the Insured are legally liable and would have been entitled to indemnity under this Section if the claim had been made against the Insured

Provided always that

- i. each such party shall observe, fulfil and be subject to the terms and conditions of this Policy as though they were the Insured
- ii. the Insurer's liability to the Insured and all parties indemnified shall not exceed in total the Limit of Indemnity stated in the Schedule

## **6. ACQUISITIONS**

The indemnity granted by this Policy extends to any entity formed and/or acquired by the Insured during the Period of Insurance for a period of 60 days following such formation and/or acquisition

Provided always that:

- a) the Retroactive Date in respect of any new entity shall be deemed to be the date when it first purchased Liability insurance of a type hereby insured on a Claims Made basis (or the Retroactive date of this Policy, whichever is the later), subject to a declaration from the acquired entity's previous management of no known or reported claims or circumstances likely to give rise to a claim at the date of acquisition. In the event of no such declaration, the Retroactive Date shall be the date of such acquisition,
- b) the Insured's business activities remain unchanged,
- c) the annual turnover of all newly formed and/or acquired entity does not exceed 10% (ten percent) of the estimated annual turnover of the Insured as advised to the Insurers at inception hereof, and
- d) the Insured shall advise the Insurer of such formations and/or acquisitions before the expiry of 60 days thereof and the Insurer may amend the terms of this Policy accordingly.

## **7. WORLDWIDE JURISDICTION (including USA & Canada)**

Subject to agreed additional premium being paid and only if stated in the schedule as "Worldwide", the indemnity provided by this Policy shall apply in respect of judgements which are in the first instance delivered by or obtained from a court of competent jurisdiction anywhere in the World.

Notwithstanding the above the following shall apply in respect of the United States of America or Canada where the action is brought in a court of law in or any judgement award, payment, settlement or proceedings are made within territories which operate under the laws of the United States of America or Canada or where any order or proceedings are made anywhere in the world to enforce such judgement, award, payment, settlement either in whole or in part, such extension is hereby granted.

In consideration for granting of such indemnity, the Insured agrees to the following terms, conditions and exclusions in respect of any such judgement, award, payment, settlement or proceedings

- a) the indemnity does not apply to any judgement, award, payment, settlement or proceedings arising directly or indirectly from pollution as defined
- b) the indemnity does not include fines, penalties, punitive and exemplary Damages

**8. WRONGFUL ARREST & DEFAMATION**

The Insurer will indemnify the Insured in respect of claims arising out of Wrongful arrest (including assault in connection therewith), wrongful imprisonment, wrongful dismissal, wrongful eviction, injuria or violation of personal rights committed or alleged to (other than by the Insured) have been committed by the Insured in connection with Insured's Business occurring during the policy period.

The Insurer will also indemnify the Insured in respect of claims arising out of defamatory statements whether written or verbal, made by the Insured in connection with the Business occurring during the policy period. Provided always that, no indemnity shall be granted in respect of claims arising out of any publication in any media outlet.

The liability of the Insurer for all damages payable under this Extension in respect of any one claim / event shall not exceed USD 250,000

## General Exclusions

This Policy does not cover liability:

1. In the United States of America, Canada and Australia and their territories and possessions for any claims:
  - a) directly or indirectly caused by or contributed to by or arising from Pollution Conditions.
  - b) the cost of removing, monitoring, testing, containing, treating, detoxifying, neutralizing, nullifying or cleaning up the effects of such Pollution Conditions.
  - c) fines, penalties, punitive, exemplary or multiple damages relating to the circumstances detailed in (a) above.
2. arising out of the deliberate, conscious and intentional disregard by the Insured's technical or administrative management of the need to take reasonable precautions to prevent any event or circumstance which may give rise to a claim.
3. directly or indirectly caused by or contributed to by or arising from:
  - a) ionising radiations or contamination by radioactivity from any nuclear fuel or from any nuclear waste from the combustion of nuclear fuel;
  - b) the radioactive, toxic, explosive or other hazardous properties of any nuclear assembly or nuclear component thereof
4. for fines, penalty clauses or performance warranties unless liability would have attached in the absence of such clauses or warranties.
5. for professional advice, remedial or other treatment (other than first aid treatment), fault, error or omission in any advice or the provision of professional services for a fee.
6. for any amounts including damages, claimants' costs and expenses and the Insured's Costs and Expenses falling within the Deductible(s) or Self-Insured Retention, if any.
7. whether actual or alleged for any claim or claims in respect of loss or losses directly or indirectly arising out of, resulting from or in consequence of, or in any way involving asbestos or any material containing asbestos in whatever form or quantity, provided that the loss or losses are caused or contributed to by the hazardous nature of asbestos.
8. Notwithstanding any provision to the contrary within this insurance or any endorsement thereto, to loss, damage, cost or expense of whatsoever nature directly or indirectly caused by, resulting from or in connection with any of the following regardless of any other cause or event contributing concurrently or in any other sequence to the loss:
  - a) war, invasion, acts of foreign enemies, hostilities or warlike operations (whether war be declared or not), civil war, rebellion, revolution, insurrection, civil commotion assuming the proportions of or amounting to an uprising, military or usurped power, or

- b) any act of terrorism.
  - c) For the purpose of this Exclusion an act of terrorism means an act, including but not limited to the use of force or violence and/or the threat thereof, of any person or group(s) of persons, whether acting alone or on behalf of or in connection with any organisation(s) or government(s), committed for political, religious, ideological or similar purposes including the intention to influence any government and/or to put the public, or any section of the public, in fear.
  - d) This Policy also excludes loss, damage, cost or expense of whatsoever nature directly or indirectly caused by, resulting from or in connection with any action taken in controlling, preventing, suppressing or in anyway relating to (a) and/or (b) above.
  - e) If the Insurers allege that by reason of this Exclusion, any loss, damage, cost or expense is not covered by this insurance the burden of proving the contrary shall be upon the Insured.
  - f) In the event any portion of this Exclusion is found to be invalid or unenforceable, the remainder shall remain in full force and effect.
9. for Personal Injury and Property Damage or any other loss, cost or expense, including but not limited to, losses, costs or expenses related to, arising from or associated with clean-up, remediation, containment, removal or abatement, caused directly or indirectly, in whole or in part, by:
- a) any fungus(i), mould(s), mildew or yeast, or
  - b) any spore(s) or toxins created or produced by or emanating from such fungus(i), mould(s), mildew or yeast, or any substance, vapour, gas, or other emission or organic or inorganic body or substance produced by or arising out of any fungus(i), mould(s), mildew or yeast, or
  - c) any material, product, building component, building or structure, or any concentration of moisture, water or other liquid within such material, product, building component, building or structure, that contains, harbours, nurtures or acts as a medium for any fungus(i), mould(s), mildew, yeast, or spore(s) or toxin emanating therefrom,
  - d) regardless of any other cause, event, material, product and/or building component that contributed concurrently or in any sequence to that Property Damage, Personal Injury, loss, cost or expense.
  - e) For the purposes of this exclusion, the following definitions are added to the Policy:
  - f) Fungus (i) includes, but is not limited to, any of the plants or organisms belonging to the major group fungi, lacking chlorophyll, and including mould(s), rusts, mildews, smuts, and mushrooms.
  - g) Mould(s) includes, but is not limited to, any superficial growth produced on damp or decaying organic matter or on living organisms, and fungi that produce moulds. Spore(s) means any dormant or reproductive body produced by or arising or emanating out of any fungus(i), mould(s), mildew, plants, organisms or microorganisms
10. Arising out of any unfair labour practice (including any automatically unfair dismissal) as contemplated by any act in the country of domicile of the Insured or any Act passed in substitution

thereof.

11. This insurance will not apply to any claims made against the Insured:

- a) arising from circumstances known or that should have been known to the Insured at the inception or renewal date of this Policy and which could reasonably have been foreseen by the Insured to give rise to a claim against the Insured; nor
- b) arising from any circumstances advised to the insurers of any other policy prior to the inception date hereof; nor
- c) arising from any Personal Injury, Property Damage or event giving rise to pure financial loss occurring or alleged to have occurred prior to the applicable Retroactive Date stated in the Schedule.

12. Economic sanctions

The Insurer shall not be liable to provide cover and nor pay any claim or provide any benefit hereunder to the extent that the provisions of such cover, payments or such claim or provision of such benefit would expose the Insurer to any sanction, prohibition or restriction under United Nations resolution or the trade or economic sanctions, United Kingdom or United States of America.

13. Arising out of any Cyber Loss.

- a) Cyber Loss means any loss, damage, liability, expense, fines or penalties or any other amount directly or indirectly caused by:
  - i. the use or operation of any Computer System or Computer Network;
  - ii. the reduction in or loss of ability to use or operate any Computer System, Computer Network or Data;
  - iii. access to, processing, transmission, storage or use of any Data;
  - iv. inability to access, process, transmit, store or use any Data;
  - v. any threat of or any hoax relating to i to iv above;
  - vi. any error or omission or accident in respect of any Computer System, Computer Network or Data.
- b) Computer System means any computer, hardware, software, application, process, code, programme, information technology, communications system or electronic device owned or operated by the Insured or any other party. This includes any similar system and any associated input, output or data storage device or system, networking equipment or back up facility.
- c) Computer Network means a group of Computer Systems and other electronic devices or network facilities connected via a form of communications technology, including the internet, intranet and virtual private networks (VPN), allowing the networked computing devices to exchange Data.
- d) Data means information used, accessed, processed, transmitted or stored by a Computer System.
- e) When this clause forms part of a reinsurance contract, Insured shall be amended to read Original Insured.

14. Communicable Disease

The Insurer shall not provide any cover, damages or compensation, cost or expense or Legal Costs under this Policy, arising out of, based upon or attributable to, directly or indirectly in whole or in part from a **communicable disease**.

**communicable disease** means any infectious or contagious substance;

(a) including, but not limited to, a virus, bacterium, parasite or other organism or any mutation thereof, whether deemed living or not; and

(b) regardless of the method of transmission, whether direct or indirect, including, but not limited to, airborne transmission, bodily fluid transmission, transmission from or to any surface or object, solid, liquid or gas or between humans, animals, or from any animal to any human or from any human to any animal,

that may cause Personal Injury or threaten human health or human welfare or causes Property Damage or threatens contamination to or diminution of tangible property.

For the avoidance of doubt, this Policy does not provide any cover or any cost or expense to clean-up, decontaminate, remove, monitor or test for a **communicable disease**.

15. Arising out of any European Union Package Travel Directive.

16. Arising out of or in connection with guests' stay in hotels, lodges and/or tented camps.

17. Arising out of or in connection with the use of firearms.

18. Sexual Abuse or Molestation

This insurance does not apply to any loss, cost, damage, expense, injury, claim or "suit", caused by, arising out of, or resulting directly or indirectly, in whole or in part from sexual abuse or molestation, including but not limited to, the following:

- a) actual or threatened sexual abuse or molestation of any person, committed by or alleged against any person, including, but not limited to, any insured, any employee of such insured, a leased or temporary worker working for such insured, a patron of such insured, or any other person;
- b) actual or threatened sexual abuse or molestation of any person, committed by or alleged against any independent contractor under contract with the Insured regardless of any duty to defend and/or indemnify such independent contractor contained in such contract and notwithstanding whether the Insured would be liable in the absence of such contract; or
- c) any act or failure to act to suppress or prevent actual or threatened sexual abuse or molestation of any person, by any person in Paragraph 1. or 2. above; and regardless of the theory of liability or cause of action alleged in the complaint or claim against the insured, including, but not limited to, vicarious liability, negligent employment, negligent investigation, negligent instruction, negligent supervision, negligent reporting to the proper authorities, or failure to so report, negligent retention, negligent hiring, negligent placement, and/or negligent training.

## **INDEMNITY CLAUSE**

The Insurer will indemnify the Insured in respect of all sums which the Insured shall become legally liable to pay arising out of Personal Injury or Property Damage events occurring during the policy period which arises in connection with the Insured's Business.

## **SPECIFIC EXTENSIONS**

### **1. OVERSEAS PERSONAL LIABILITY**

The Insurers will indemnify the Insured, and if the Insured so requests, any:

- a) director or partner of the Insured,
- b) Employee, or
- c) spouse, partner or dependant of the persons stated in a or b above who are accompanying such persons,  
against legal liability in respect of Personal Injury or Property Damage incurred in a personal capacity by such individuals while temporarily outside their normal country of residence in connection with the Insured's business.

Provided always that indemnity will not apply to liability:

- a) arising out of the ownership or occupation of land or buildings,
- b) where indemnity is provided by any other insurance,
- c) arising out of the ownership, possession or use by or on behalf of such individuals
- d) of any mechanically propelled vehicle including any trailer or apparatus attached thereto and
- e) any vessel or craft made or intended to be airborne or waterborne.

### **2. PASSENGER LEGAL LIABILITY**

This Section shall also indemnify the Insured against liability arising through or in connection with the use of any vehicle, whether owned, leased or hired, by any person being an Employee or acting on the Insured's behalf, provided that such use of vehicle is undertaken to facilitate the carrying on of the Insured's business.

Provided that the Insurer shall not be liable for:

- a) Damage to such vehicle or to goods conveyed in or on it
- b) any Vehicle being driven by any person who to the knowledge of the Insured or of the Insured's representative does not hold a license to drive such Vehicle unless such person has held and is not disqualified from holding or obtaining such a license

Wherein the Vehicle or Mobile Equipment is required legislation to be subject of compulsory insurance or other security, then this liability shall be the amount which exceeds the underlying legal liability and passenger liability limits as provided by the relevant insurer or USD 50,000 whichever is greater and the said insurer has admitted liability or has been held liable to pay the full amount of indemnity as provided by their policy, provided that the total payment in respect of such claim shall not exceed 25% of the Limit of Indemnity stated in the policy schedule.

### **3. CAR PARK LIABILITY**

Liability arising out of any Vehicle temporarily on the Insured's premises using the parking facilities including valet parking provided by the Insured provided always that the Insurer's liability in respect of any one occurrence or series of occurrences consequent upon or attributable to any one single event shall not exceed USD10,000 any one event.

### **4. AIRSTRIP**

The Insurers will indemnify the Insured in respect of Injury or Damage caused by or through or in connection with ownership, hire or leasing of any airstrip or helipad subject to the Insured ensuring that the airstrip is fully maintained kept in good condition and registered.

### **5. POLLUTION OR CONTAMINATION**

The Insurer will indemnify the Insured in respect of Personal Injury or Damage arising from

- a) Pollution and Contamination
- b) the spread of fire

but only as a result of the event being a sudden, specific and identifiable cause.

### **6. TOUR ACTIVITIES**

The Insurer will also cover any sums which the Insured shall become legally liable to pay arising during the period of insurance from Personal Injury in connection with any excursions or tour activities taken part in on a leisure basis only except those that fall under Extreme Activities.

## 7. EXTREME ACTIVITIES

Subject to agreed additional premium being paid and if stated in the schedule, the Insurer will also cover any sums which the Insured shall become legally liable to pay arising during the period of insurance from Personal Injury in connection with the extreme activities mentioned below:

Animal Trekking	Parasailing (provided it is professionally organized, and that You are either accompanied by a qualified instructor, or You are qualified and not sailing alone)
Bungee Jumping (provided it is professionally organized)	Skiing & Snowboarding
Cycling – Mountain Biking & BMX Extreme	Sky Diving, Parachuting & Paragliding (provided it is professionally organized, and that You are either accompanied by a qualified instructor, or You are qualified and not diving alone)
Hiking & Trekking (above 2,000 metres in height provided it is professionally organized and you are accompanied by a guide)	Speed Boats (on inland and coastal waters only)
Helicopter Tours	Wake Boarding, Fly Board
Hot Air Balloon rides	White Water Canoeing / Kayaking up to grade 3 river only
Motor Rallies	Wingsuit Flying
Rock Climbing	Zip Lining

## 8. PERSONAL & GUEST EFFECTS

The Insurer will indemnify the Insured against their liability for claim made against the Insured for loss of or damage to the property belonging to guests or customers of the Insured whilst such property is at the Insured's premises or under the custody or control of the Insured subject to a limit of Liability of USD 5,000 any one claim / event, with the exception of losses of guests' property from safe deposit boxes contained at the premises where the maximum liability of any one claim / event is agreed to be USD 2,500.

Provided always that indemnity will not apply to the first USD 500 of each and every claim / event. For the purposes of this extension;

- i. Guests' property shall mean clothing and personal effects but excluding all forms of money including but not limited to cash, cheques and debit / credit cards unless they are kept in the safe deposit boxes.
- ii. Cover is extended to include property contained in the guest's or the Tour Operator's vehicle subject to the property in a vehicle being concealed in a locked boot or in a storage compartment forming part of the locked vehicle.

## 9. FOOD & DRINK POISONING

Notwithstanding General Exclusion 14, the Insurer will indemnify all sums which the Insured shall become legally liable to pay as compensation for Personal Injury due to poisoning by food and/or drink supplied by the Insured at the premises only where such liability is due to the negligence on the part of the Insured during food and/or drink preparation.

Provided always that indemnity will not apply:

- a) to any loss, damage, costs or expenses of whatsoever nature directly or indirectly caused by, resulting from or in connection with any communicable disease which is determined by the World Health Organisation to be an endemic and/or pandemic.
- b) to food and drink supplied by or on behalf of the Insured to the Insured's employees as a staff benefit.
- c) to any costs or expenses incurred to recall and/or replace the food and/or drink

## **10. SUBCONTRACTORS AND CONCESSIONAIRES**

The Insurer will indemnify the Insured in respect of Personal Injury or Property Damage arising from the activities of subcontractors and/or concessionaires working for or on behalf of the Insured in so far as the liability is otherwise not insured and that the work is not further subcontracted by the subcontractor and/or concessionaire without the written consent of the Insured.

The Insured shall however require its subcontractors and/or concessionaires in so far as is possible to obtain, maintain and keep in force, during the time they are engaged in providing services to the Insured, insurance coverage of the types and levels customary in the industry.

## **SPECIFIC EXCLUSIONS**

This section does not cover liability:-

1. For Damage to property owned, leased or hired by or under hire purchase with or on loan to the Insured or otherwise in the Insured's care, custody or control other than;
  - a. premises occupied or tenanted by the Insured,
  - b. premises, and the contents thereof, temporarily occupied by the Insured for work therein
2. For Personal Injury or Property Damage arising out of the ownership, possession or use of any self-propelled watercraft or hovercraft (other than watercraft and hovercraft not exceeding 25 meters in length and then only whilst such craft is on land or is being used on inland waterways or estuaries) or the ownership, possession or use of any aircraft.
3. Which attached because of a contract or agreement but which would not have attached in the absence of such contract or agreement. This exclusion shall not apply in respect of an Additional Insured where liability stems from negligent error or omission from the Insured's Business under a contract or agreement with the Additional Insured
4. Arising out of the nature or condition of or in connection with any Insured Product
5. Personal Injury to any Employee where such injury arises from and in the course of the Employee's employment with the Insured
6. Arising from Property Damage or Personal Injury caused by an belligerent or malicious acts of the Insured or their Employees
7. Consequent upon Personal Injury or Property Damage caused by or through or in connection with any design, formula, specification, errors, omissions or advice given or treatment of a professional nature given or administered by or at the direction of the Insured.

8. For damage caused by dewatering operations giving rise to subsidence and/or collapse or by the removal, weakening of or interference with support to any land, building or other structure.
9. In respect of liquidated damages, fines, penalties, exemplary punitive aggravated or multiple damages
10. Arising out of any schooling activities which are outside the ambit of general Tour Operators activities. These shall include but not be limited to training or teaching aimed at instructing persons in the performance of any tour activities or extreme activities.
11. Arising out of or in connection with serving alcohol or intoxicating liquor to;
  - a. a person who is under the legal drinking age
  - b. a person who is already under the influence

## Section B – Products Liability

### INDEMNITY CLAUSE

The Insurer will indemnify the Insured in respect of all sums which the Insured shall become legally liable to pay for Personal Injury or Property Damage arising out of the nature or condition of or in connection with any Product occurring during the period of insurance which arises in connection with the Insured's Business.

### SPECIFIC EXCLUSIONS

This Section does not cover:-

1. a) the cost of repair, reconditioning or replacement, which includes any credit or refund granted or alternative Insured Product provided by or on behalf of the Insured in lieu of replacement of the Insured Product, of any Insured Product or part thereof  
b) the cost of repair, reconditioning or replacement, which includes any credit or refund granted or alternative Insured Product provided by or on behalf of the Insured in lieu of replacement of the defective Insured Product, of any Insured Product or part thereof
2. Costs incurred by the Insured in the recall of any defective Insured Product or part thereof.
3. Liability arising out of any Insured Product which with the Insured's knowledge is intended for incorporation into the structure, machinery or controls of any aircraft

For the purposes of this Exclusion the word "structure" excludes fixtures, fittings, furnishings and the like attached to or contained within the aircraft structure.

4. Liability arising in respect of any product supplied which to the knowledge of the Insured are to be used as a safety critical part in connection with aircraft, hovercraft, aerial or aero spatial devices, watercraft, drilling platforms or rigs, motor vehicles, railways, railway locomotives or carriages, operational areas of gas, chemical, nuclear, petrochemical or power generation plants or mines
5. Liability arising in respect of any products knowingly exported directly or indirectly to the United States of America or Canada or their dependencies or trust territories
6. The failure of any Insured Product or any part thereof to fulfill its intended function, or to perform as specified, warranted or guaranteed, but this Exclusion does not apply to consequent Personal Injury or Property Damage.
7. Liability arising out of any Insured Product (including any marketing advisory service in connection with any Insured Product) within North America and Canada where such Insured Product was to the knowledge of the Insured intended for sale or resale in North America.
8. Damage to any goods or other property sold supplied delivered installed or erected by or on behalf of the Insured
9. Liability in respect of liquidated damages, fines, penalties, exemplary, punitive, aggravated or multiple damages

## Section C – Incidental Errors & Omission

### INDEMNITY CLAUSE

Notwithstanding General Exclusion 5, the Insurers will indemnify the Insured in respect of all sums which the Insured shall become legally liable to pay in connection with any claim or claims arising during the period of insurance from Personal Injury and/or Property Damage for and/or arising out of any advice, design, specification, professional advice, negligent act, error or omission by the Insured not for a fee in connection with the Insured's Business.

### SPECIFIC EXCLUSIONS

This Section does not cover liability:

1. **ESTIMATES**  
arising out of any neglect, error or omission by the Insured in the estimation of probable costs.
2. **FINANCE/GUARANTEES**  
arising out of the procurement of:
  - 2.1 finance for any project.
  - 2.2 Contract guarantees or suppliers guarantees.
3. **INSOLVENCY**  
arising out of the insolvency, liquidation or judicial management of the Insured or of any party who enters into any agreement with the Insured.
4. **WARRANTY/GUARANTEE**  
arising out of the giving by the Insured of any express warranty or guarantee which increases the Insured's measure of liability.
5. **BREACH OF COPYRIGHT**  
arising out of breach of copyright or infringement of patent rights.
6. **PROPERTY**  
arising out of the ownership possession use or occupation of property (mobile or immobile) by or on behalf of the Insured. For the purpose of this Exclusion, mobile property shall include any vehicle, aircraft or waterborne vessel.
7. **OTHER INSURANCES**  
arising out of any circumstance matter or thing indemnifiable under other Sections of this Policy.
8. **OTHER SERVICES**  
arising out of any advisory and administrative services in connection with assurance, insurance, provident funds and medical aid.
9. **REASONABLE PRECAUTIONS**  
arising out of the deliberate, conscious and intentional disregard by the Insured's management of the need to take reasonable precautions to prevent any event or circumstance which may give rise to a claim.
10. **DISHONESTY**

arising out of any claim brought about or contributed to by any actual or alleged dishonest fraudulent criminal or malicious act or omission of the Insured or the predecessors in business of the Insured or of any person at any time employed by the Insured or such predecessors in business.

#### 11. INSURED VS INSURED

This Policy will not make any payment for a claim or costs directly or indirectly due to a Loss or Mitigation Loss, resulting from any claim made against an Insured or any Mitigation Event arising from any claim made by an Insured against any other Insured.

#### Section D – Incidental Medical Malpractice

#### INDEMNITY CLAUSE

The **Insurer** will indemnify the **Insured** for **Injury** caused by medical malpractice or by negligent act or omission in professional medical services rendered by the **Insured** during the Period of Insurance in connection with the provision of the first aid treatment but only insofar as such liability is not **Insured** by any other malpractice insurance.

However, the insurance provided hereunder to such persons will not apply to liability arising out of services performed outside of the scope of their duties as Employees. Any series of continuous, repeated or related acts will be treated as the occurrence of a single negligent professional healthcare service.

The coverage provided does not apply to the Insured if the Insured is engaged in the business or occupation of providing medical services.

#### Endorsements

The following endorsements, subject to the agreed additional premium(s) being paid, are attached to and form part of this Policy:

#### Care, Custody and Control

If stated in the schedule and in accordance with the Application of Indemnity clause, it is hereby agreed that: This policy shall be extended to include Damage to property in the care, custody and control of the Insured. Provided always that indemnity will not apply:

- (1) where any contract or agreement requires that insurance be effected by the Insured in respect of Property Damage to such property
- (2) to the first 5% min. USD 1,000 of each and every claim / event
- (3) where indemnity is provided by any other insurance for the benefit of the Insured
- (4) to Personal & Guest Effects

The liability of the Company for all damages payable under this Extension relating to any claimant or number of claimants in respect of an Event shall not exceed the amount stated in the Schedule.

## Advertiser's Liability

If stated in the schedule and in accordance with the Application of Indemnity clause, it is hereby agreed that: This policy is extended to indemnify the Insured for:

- i. infringement of copyright or title or slogan,
- ii. piracy, unfair competition or idea misappropriation under any implied contract,
- iii. libel, slander, defamation,
- iv. any invasion or right of privacy,

committed or alleged to have been committed in any advertising publicity article, broadcast or telecast and arising out of the Insured's Business.

Provided always that indemnity will not apply:

- a) to the first 5% min. USD 1,000 of each and every claim / event.
- b) where indemnity is provided by any other insurance for the benefit of the Insured.
- c) the failure of performance of a contract but this exclusion does not apply to the unauthorised appropriation of ideas based upon breach of an implied contract.
- d) infringement of trademark, service mark or trade name other than titles or slogans by use thereof in connection with goods, products or services sold, offered for sale or advertised.
- e) incorrect description or mistake in the advertised price of goods, services sold, offered for sale or advertised.
- f) the failure of goods, products or services to conform with advertised quality or performance.

The liability of the Company for all damages payable under this Extension relating to any claimant or number of claimants in respect of an Event shall not exceed the amount stated in the Schedule.

## Employers' Liability

Notwithstanding anything to the contrary in the policy, it is agreed and understood that if stated in the schedule, the Insurer will indemnify the Insured in accordance with the Application of Indemnity Clause in respect of all sums which the Insured shall become legally liable to pay in consequence of Personal Injury to any Employee arising from and in the course of his/her employment in connection with the Insured's Business

The Indemnity provided by this section shall be the amount which exceeds the underlying Workmen's Compensation or any mandatory insurance or USD 50,000 whichever is greater provided that the Insurer's Liability for all damages payable under this Extension shall not exceed the amount stated in the Policy Schedule.

This Section does not cover liability arising:

1. from asbestosis, silicosis, black lung, brown lung or mesothelioma, and or sickness resulting from occupational hazards;
2. out of liability assumed by the Insured by agreement unless such liability would have attached in the absence of such agreement;

### EMPLOYEE TO EMPLOYEE EXTENSION

The indemnity provided in terms of this Section shall extend at the Insured's option and subject to the agreement of Insurer (which agreement shall not be unreasonably withheld) to any Employee in respect of his or her liability to any other Employee whilst acting within the scope of his or her employment by the Insured, provided always that:

- i. such Employee shall, as if he or she were the Insured, observe, fulfill and be subject to the terms, Exclusions and Conditions of the Policy insofar as they can apply,
- ii. if at the time of any Occurrence or claim there is, or but for the existence of this Extension there would be, any other insurance or indemnity in favour of or effected by or on behalf of such Employee applicable to such occurrence or claim, the Insurer shall not be liable to indemnify the Employee in terms of this Extension.

### MEMORANDUM

In respect of this section only, General Exclusion 8 is deleted and replaced by the following:

"This section does not cover death, injury, illness or liability directly or indirectly caused by, related to, or in consequence of war, invasion, act of foreign enemy, hostilities (whether war be declared or not), civil war, mutiny, insurrection, rebellion, revolution, military or usurped power."

The liability of the Company for all damages payable under this Extension relating to any claimant or number of claimants in respect of an Event shall not exceed the amount stated in the Schedule.

## Mitigation Expenses

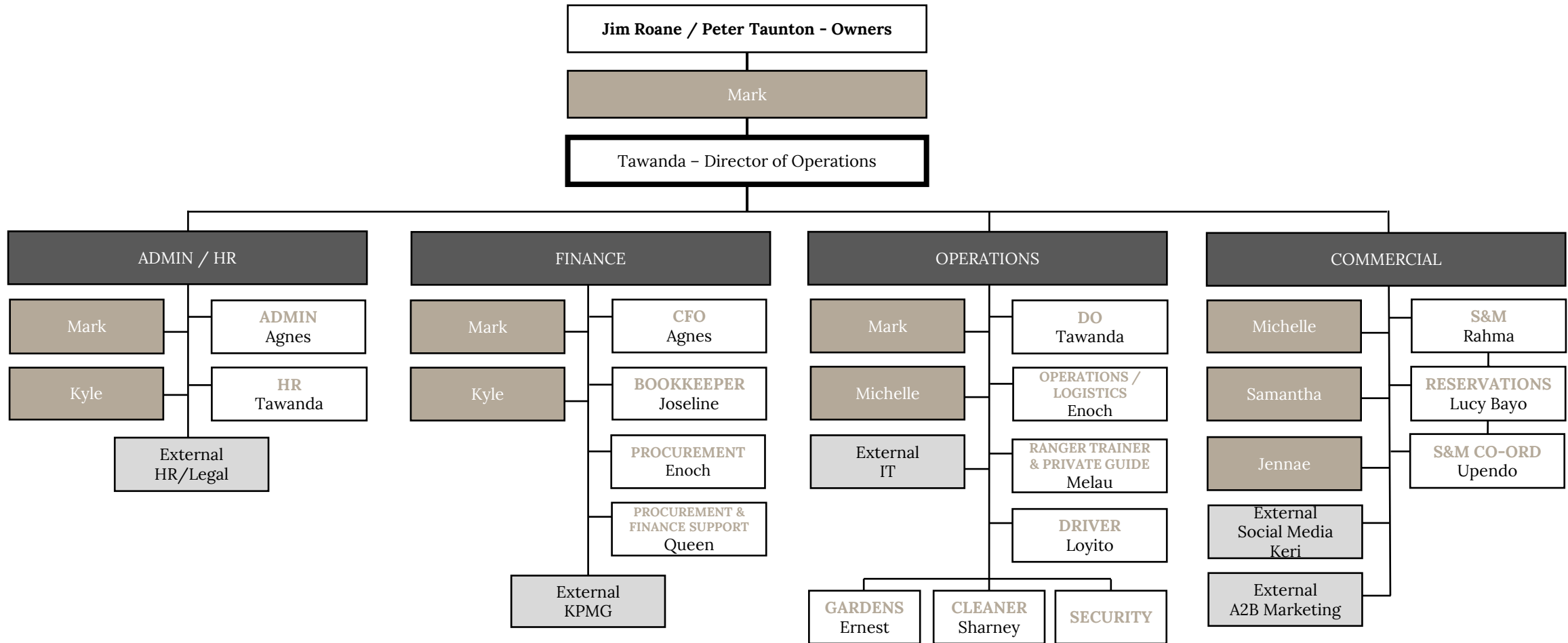
Notwithstanding anything contained in this Policy to the contrary, it is agreed and understood that if stated in the schedule, the Insurer will indemnify the Insured for costs incurred (hereinafter referred to as Expenses) following an event which may be the subject of a claim in terms of this Policy provided that:

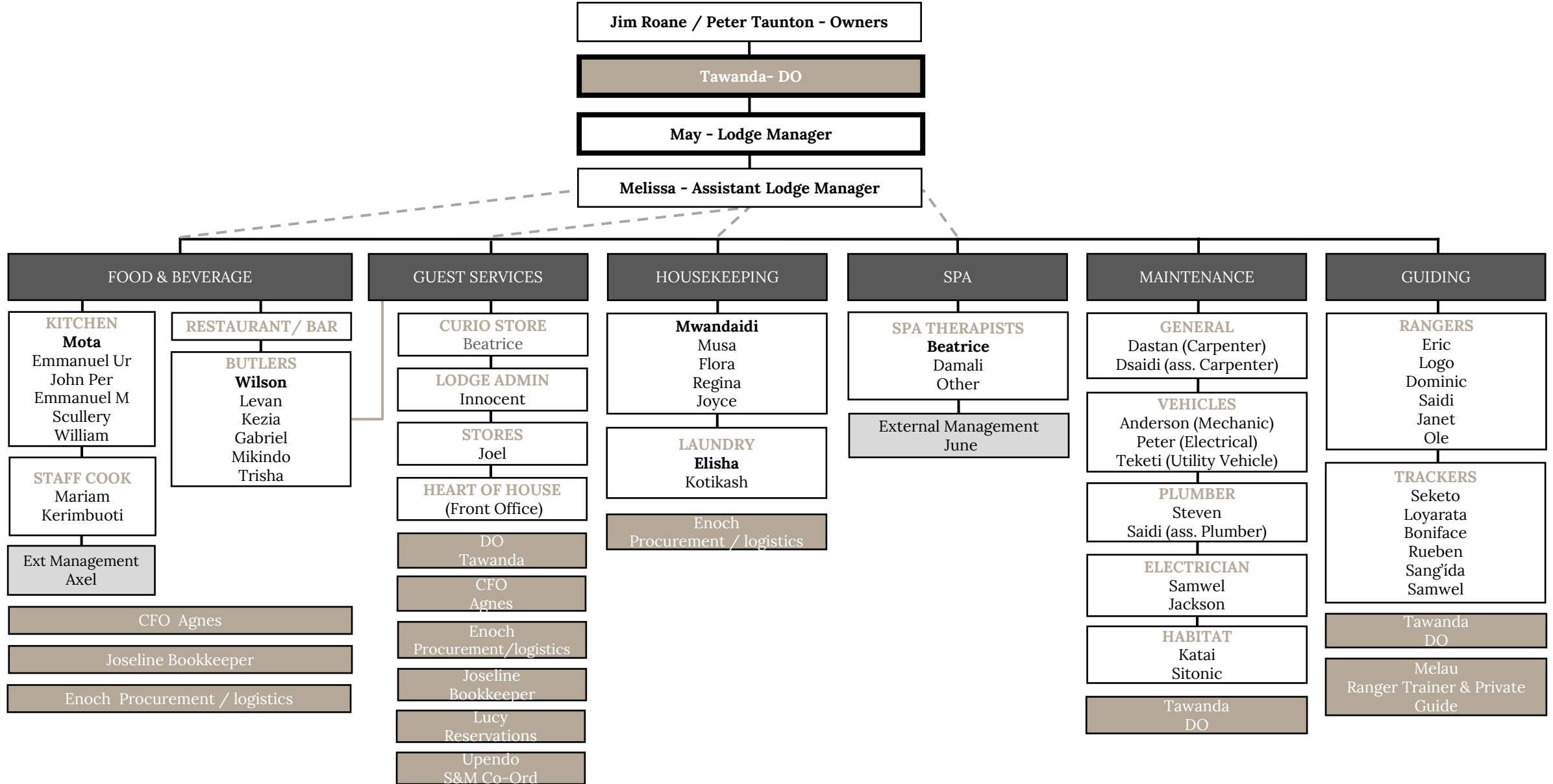
- a) the Insured shall not increase their potential legal liability arising from the event
- b) the Insurer will only reimburse such expenses
  - a) following satisfactory evidence that the event from which liability flows is indemnifiable in

- terms of the cover provided by this Policy
- b) following satisfactory evidence that such expenses did not form part of an admission of liability or that such expenses in all the circumstances prevented/avoided a possible claim hereunder in excess of the amounts so paid
  - c) if the Insured secures a full discharge of all and/or any liabilities arising from the event had such expenses not been incurred or can prove to the satisfaction of the Insurer that in all circumstances obtaining such discharge was likely to provoke a claim hereunder
  - d) which exceed the amount to be borne by the Insured, if any, applicable to the event from which liability could have arisen

The Liability of the Insurer for all expenses payable under this Extension in respect of any one claim / event shall not exceed the amount stated in the Schedule of Indemnity provided always that indemnity will not apply to the first 5% min. USD 1,000 of each and every claim / event









**Historical financial analysis**

	Pre 2011	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
Revenue		\$ 561,267	\$ 352,439	\$ 450,783	\$ 485,613	\$ 485,613	\$ 198,451	\$ 209,489	\$ 267,385	\$ 773,734	\$ 180,802	\$ 1,172,550	\$ 2,222,607	\$ 2,099,562	\$ 9,460,294
Direct operating cost		\$ -239,963	\$ -132,530	\$ -232,236	\$ -250,179	\$ -250,179	\$ -89,860	\$ -98,915	\$ -114,483	\$ -398,019	\$ -105,140	\$ -366,397	\$ -851,348	\$ -960,570	\$ -4,089,817
<b>Gross operating profit</b>		<b>\$ 321,304</b>	<b>\$ 219,909</b>	<b>\$ 218,548</b>	<b>\$ 235,433</b>	<b>\$ 235,433</b>	<b>\$ 108,592</b>	<b>\$ 110,574</b>	<b>\$ 152,903</b>	<b>\$ 375,715</b>	<b>\$ 75,662</b>	<b>\$ 806,153</b>	<b>\$ 1,371,259</b>	<b>\$ 1,138,992</b>	<b>\$ 5,370,476</b>
Operating expenses		\$ -58,557	\$ -54,770	\$ -122,278	\$ -134,506	\$ -147,956	\$ -88,394	\$ -95,713	\$ -151,322	\$ -306,333	\$ -186,453	\$ -432,792	\$ -426,980	\$ -166,660	\$ -2,372,714
Payroll and related expenses		\$ -78,075	\$ -106,864	\$ -152,882	\$ -168,170	\$ -184,987	\$ -159,265	\$ -174,932	\$ -211,366	\$ -230,783	\$ -146,575	\$ -173,333	\$ -342,084	\$ -376,293	\$ -2,505,609
<b>Profit/loss from operations</b>		<b>\$ 184,672</b>	<b>\$ 58,274</b>	<b>\$ -56,612</b>	<b>\$ -67,242</b>	<b>\$ -97,510</b>	<b>\$ -139,067</b>	<b>\$ -160,071</b>	<b>\$ -209,786</b>	<b>\$ -161,401</b>	<b>\$ -257,366</b>	<b>\$ 200,028</b>	<b>\$ 602,194</b>	<b>\$ 596,039</b>	<b>\$ 492,154</b>
Finance costs		\$ -102,746	\$ -75,961	\$ -208,566	\$ -21,305	\$ -21,305	\$ -21,305	\$ -7,432	\$ -6,515	\$ -51,587	\$ -52,105	\$ -51,359			\$ -620,186
Depreciation		\$ -164,059	\$ -136,782	\$ -110,819	\$ -110,819	\$ -110,819	\$ -91,686	\$ -67,494	\$ -170,875	\$ -169,531	\$ -171,098	\$ -168,817	\$ -186,025	\$ -186,025	\$ -1,844,849
Other operating income		\$ 5,581	\$ 1				\$ 126,598								
<b>Net profit / loss before taxation</b>		<b>\$ -76,552</b>	<b>\$ -154,468</b>	<b>\$ -375,997</b>	<b>\$ -199,366</b>	<b>\$ -229,633</b>	<b>\$ -125,461</b>	<b>\$ -234,997</b>	<b>\$ -387,175</b>	<b>\$ -382,518</b>	<b>\$ -480,569</b>	<b>\$ -20,148</b>	<b>\$ 416,170</b>	<b>\$ 410,014</b>	<b>\$ -1,972,881</b>
Taxation									\$ -1,337	\$ -3,869	\$ -904	\$ -5,863	\$ 19,488	\$ 19,488	\$ 27,004
<b>Net profit/loss for the period</b>		<b>\$ -76,552</b>	<b>\$ -154,468</b>	<b>\$ -375,997</b>	<b>\$ -199,366</b>	<b>\$ -229,633</b>	<b>\$ -125,461</b>	<b>\$ -234,997</b>	<b>\$ -388,512</b>	<b>\$ -386,387</b>	<b>\$ -481,473</b>	<b>\$ -26,011</b>	<b>\$ 435,658</b>	<b>\$ 429,502</b>	<b>\$ -1,945,877</b>

	Pre 2011	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
<b>Non-Current assets</b>															
Acquisition of long term assets		\$ 2,456	\$ 98,516	\$ 62,877				\$ 322,738	\$ 568,471	\$ 8,926		\$ 1,347	\$ 187,669		\$ 1,253,000
<b>Funding received from shareholders</b>															
- Through capital	\$ 300,000.00								\$ 347,721	\$ 1,891,038			\$ 794,880		\$ 3,333,639
- Through loans	\$ 790,368.00	\$ 184,482	\$ 45,715	\$ 225,736	\$ 69,834	\$ 69,834	\$ 69,834	\$ 1,170,346		\$ -1,831,961	\$ 693		\$ -794,880		\$ -0
- Loans other				\$ 49,478	\$ 7,956	\$ 7,956	\$ 7,956	\$ 232,555	\$ -305,901						\$ -0
- Capital other	\$ 900,000.00								\$ -900,000						\$ -

**TAASA Luxury Lodges & Camps**

**Address.** TAASA Lodge Head Office - House No. 6, Ingira Street, Arusha

**Website.** [www.taasalodge.com](http://www.taasalodge.com) | **Tel.** +255 684 229 936 | **Email.** [info@taasalodge.com](mailto:info@taasalodge.com)



**Historical occupancy rates**

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Accommodation revenue	\$ 400,612	\$ 251,558	\$ 321,753	\$ 346,613	\$ 346,613	\$ 141,647	\$ 149,525	\$ 190,850	\$ 552,263	\$ 129,050	\$ 836,924	\$ 1,586,416	\$ 1,498,591
Bed nights sold	2522	1473	1753	1756	1634	621	610	724	1949	424	2556	4508	3961
<b>Sailient information</b>													
Total available bednights	8760	8784	8760	8784	8760	8784	8760	8784	8760	8784	8760	8760	8760
Occupancy	29%	17%	20%	20%	19%	7%	7%	8%	22%	5%	29%	51%	45%
Average room rate	\$ 159	\$ 171	\$ 184	\$ 197	\$ 212	\$ 228	\$ 245	\$ 264	\$ 283	\$ 305	\$ 327	\$ 352	\$ 378
Contribution to net profit/loss per room	\$ -30	\$ -105	\$ -215	\$ -114	\$ -141	\$ -202	\$ -385	\$ -536	\$ -198	\$ -1,136	\$ -10	\$ 97	\$ 108

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12-month profit & loss projection

	January	February	March	April	May	June	July	August	September	October	November	December	Total
<b>Revenue</b>	\$ 110,819	\$ 187,355	\$ 115,102	\$ 34,777	\$ 141,323	\$ 308,425	\$ 365,671	\$ 332,375	\$ 295,574	\$ 187,508	\$ 134,618	\$ 241,688	\$ 2,455,237
Rooms	\$ 80,914	\$ 128,927	\$ 78,244	\$ 22,568	\$ 99,577	\$ 227,980	\$ 270,294	\$ 245,683	\$ 218,481	\$ 138,601	\$ 94,853	\$ 173,888	\$ 1,780,010
Food & Beverage	\$ 9,940	\$ 16,962	\$ 10,945	\$ 3,535	\$ 12,771	\$ 24,610	\$ 29,178	\$ 26,521	\$ 23,585	\$ 14,962	\$ 12,165	\$ 20,742	\$ 205,915
Other	\$ 19,965	\$ 41,467	\$ 25,913	\$ 8,674	\$ 28,975	\$ 55,835	\$ 66,199	\$ 60,171	\$ 53,509	\$ 33,945	\$ 27,600	\$ 47,058	\$ 469,312
<b>Operational costs</b>	\$ 83,328	\$ 117,103	\$ 84,257	\$ 72,541	\$ 95,035	\$ 153,613	\$ 176,521	\$ 163,326	\$ 148,520	\$ 105,915	\$ 91,804	\$ 134,052	\$ 1,426,013
Rooms	\$ 21,756	\$ 23,215	\$ 21,074	\$ 28,283	\$ 24,449	\$ 35,342	\$ 39,545	\$ 37,100	\$ 34,399	\$ 26,465	\$ 23,892	\$ 31,783	\$ 347,301
Food & Beverage	\$ 10,623	\$ 11,773	\$ 7,272	\$ 7,918	\$ 12,133	\$ 23,380	\$ 27,719	\$ 25,195	\$ 22,406	\$ 14,214	\$ 11,557	\$ 19,704	\$ 193,893
Other	\$ 24,463	\$ 47,542	\$ 27,526	\$ 8,187	\$ 32,505	\$ 62,637	\$ 74,263	\$ 67,501	\$ 60,028	\$ 38,081	\$ 30,963	\$ 52,791	\$ 526,487
Operating Expenses	\$ 26,486	\$ 34,573	\$ 28,386	\$ 28,153	\$ 25,948	\$ 32,253	\$ 34,993	\$ 33,529	\$ 31,688	\$ 27,156	\$ 25,392	\$ 29,774	\$ 358,331
<b>Other expenses</b>	\$ 49,711	\$ 39,725	\$ 48,089	\$ 55,976	\$ 42,756	\$ 42,756	\$ 56,418	\$ 42,756	\$ 42,756	\$ 42,756	\$ 42,756	\$ 47,756	\$ 554,211
Admin & General	\$ 23,369	\$ 17,017	\$ 26,552	\$ 34,227	\$ 23,735	\$ 18,795	\$ 30,551	\$ 17,997	\$ 19,222	\$ 22,821	\$ 23,988	\$ 25,409	\$ 283,684
Sales & Marketing	\$ 9,552	\$ 6,299	\$ 5,793	\$ 5,168	\$ 6,746	\$ 6,746	\$ 6,746	\$ 6,746	\$ 6,746	\$ 6,746	\$ 6,746	\$ 6,746	\$ 80,780
Utilities	\$ 7,203	\$ 7,091	\$ 6,219	\$ 5,659	\$ 5,330	\$ 10,271	\$ 12,177	\$ 11,068	\$ 9,843	\$ 6,244	\$ 5,077	\$ 8,656	\$ 94,839
Repairs & Maintenance	\$ 9,587	\$ 9,319	\$ 9,524	\$ 10,921	\$ 6,944	\$ 6,944	\$ 6,944	\$ 6,944	\$ 6,944	\$ 6,944	\$ 6,944	\$ 6,944	\$ 94,907
<b>Non-operating expenses</b>	\$ -	\$ 1,914	\$ 1,511	\$ 1,933	\$ 2,262	\$ 2,262	\$ 2,262	\$ 2,262	\$ 2,262	\$ 2,262	\$ 2,262	\$ 2,262	\$ 23,453
<b>Net profit/loss</b>	\$ -22,220	\$ 28,613	\$ -18,755	\$ -95,672	\$ 1,271	\$ 109,795	\$ 130,470	\$ 124,032	\$ 102,037	\$ 36,576	\$ -2,203	\$ 57,618	\$ 451,560

Salient information	January	February	March	April	May	June	July	August	September	October	November	December	Total / Average
Bed nights sold	206	389	275	38	303	539	539	567	560	409	385	410	4620
Bed nights available	744	696	744	720	744	720	744	744	720	744	720	744	8784
Average occupancy	28%	56%	37%	5%	41%	75%	72%	76%	78%	55%	53%	55%	53%
Average room rate	\$ 392.79	\$ 331.43	\$ 284.52	\$ 593.90	\$ 328.64	\$ 422.97	\$ 501.47	\$ 433.30	\$ 390.14	\$ 338.88	\$ 246.37	\$ 424.12	\$ 390.71
Revenue per available room	\$ 108.76	\$ 185.24	\$ 105.17	\$ 31.34	\$ 133.84	\$ 316.64	\$ 363.30	\$ 330.22	\$ 303.45	\$ 186.29	\$ 131.74	\$ 233.72	\$ 202.48

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**10-year profit & loss projection**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		Total
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033		Total
<b>Revenue</b>												
Taasa Lodge	\$ 2,455,237	\$ 2,751,955	\$ 2,958,351	\$ 3,180,278	\$ 3,339,292	\$ 3,506,256	\$ 3,681,569	\$ 3,865,647	\$ 4,058,930	\$ 4,261,876		\$ 34,059,391
Migration Camp	\$ -	\$ 533,757	\$ 1,162,127	\$ 1,257,780	\$ 1,320,669	\$ 1,386,703	\$ 1,456,038	\$ 1,528,840	\$ 1,605,282	\$ 1,685,546		\$ 11,936,742
Camp 3	\$ -	\$ -	\$ -	\$ 2,312,929	\$ 2,732,148	\$ 3,187,506	\$ 3,681,569	\$ 3,865,647	\$ 4,058,930	\$ 4,261,876		\$ 24,100,605
Camp 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,550,005	\$ 3,012,193	\$ 3,514,225	\$ 4,058,930	\$ 4,261,876		\$ 17,397,229
	\$ 2,455,237	\$ 3,285,712	\$ 4,120,479	\$ 6,750,987	\$ 7,392,109	\$ 10,630,469	\$ 11,831,369	\$ 12,774,360	\$ 13,782,071	\$ 14,471,175		\$ 87,493,967
<b>Direct Costs</b>												
Taasa Lodge	\$ 1,233,881	\$ 1,311,235	\$ 1,409,578	\$ 1,515,296	\$ 1,591,061	\$ 1,670,614	\$ 1,754,145	\$ 1,841,852	\$ 1,933,944	\$ 2,030,642		\$ 16,292,247
Migration Camp	\$ -	\$ 180,959	\$ 333,326	\$ 348,799	\$ 366,239	\$ 384,551	\$ 403,779	\$ 423,968	\$ 445,166	\$ 467,424		\$ 3,354,211
Camp 3	\$ -	\$ -	\$ -	\$ 1,102,033	\$ 1,301,777	\$ 1,518,740	\$ 1,754,145	\$ 1,841,852	\$ 1,933,944	\$ 2,030,642		\$ 11,483,132
Camp 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,214,992	\$ 1,435,209	\$ 1,674,411	\$ 1,933,944	\$ 2,030,642		\$ 8,289,198
	\$ 1,233,881	\$ 1,492,194	\$ 1,742,904	\$ 2,966,129	\$ 3,259,077	\$ 4,788,897	\$ 5,347,277	\$ 5,782,082	\$ 6,246,999	\$ 6,559,349		\$ 39,418,787
<b>Indirect costs</b>												
Taasa Lodge	\$ 769,795	\$ 933,421	\$ 1,003,427	\$ 1,078,734	\$ 1,132,671	\$ 1,189,305	\$ 1,248,770	\$ 1,311,208	\$ 1,376,769	\$ 1,445,607		\$ 11,489,707
Migration Camp	\$ -	\$ 170,904	\$ 359,292	\$ 373,204	\$ 391,864	\$ 411,457	\$ 432,030	\$ 453,631	\$ 476,313	\$ 500,128		\$ 3,568,822
Camp 3	\$ -	\$ -	\$ -	\$ 1,078,734	\$ 1,132,671	\$ 1,189,305	\$ 1,248,770	\$ 1,311,208	\$ 1,376,769	\$ 1,445,607		\$ 8,783,064
Camp 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,189,305	\$ 1,248,770	\$ 1,311,208	\$ 1,376,769	\$ 1,445,607		\$ 6,571,659
	\$ 769,795	\$ 1,104,325	\$ 1,362,719	\$ 2,530,672	\$ 2,657,206	\$ 3,979,371	\$ 4,178,339	\$ 4,387,256	\$ 4,606,619	\$ 4,836,950		\$ 30,413,253

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Net profit / loss before tax	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Taasa Lodge	\$ 451,560	\$ 507,299	\$ 545,346	\$ 586,247	\$ 615,560	\$ 646,338	\$ 678,655	\$ 712,587	\$ 748,217	\$ 785,628	\$ 6,277,437
Migration Camp	\$ -	\$ 181,894	\$ 469,510	\$ 535,778	\$ 562,566	\$ 590,695	\$ 620,229	\$ 651,241	\$ 683,803	\$ 717,993	\$ 5,013,709
Camp 3	\$ -	\$ -	\$ -	\$ 132,161	\$ 297,700	\$ 479,461	\$ 678,655	\$ 712,587	\$ 748,217	\$ 785,628	\$ 3,834,409
Camp 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 145,708	\$ 328,214	\$ 528,606	\$ 748,217	\$ 785,628	\$ 2,536,372
	\$ 451,560	\$ 689,193	\$ 1,014,856	\$ 1,254,186	\$ 1,475,826	\$ 1,862,202	\$ 2,305,753	\$ 2,605,022	\$ 2,928,453	\$ 3,074,876	\$ 17,661,927

Occupancy Rates	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Taasa Lodge	55%	55%	55%	55%	55%	55%	55%	55%	55%	55%
Migration Camp	0%	54%	47%	55%	55%	55%	55%	55%	55%	55%
Camp 3	0%	0%	0%	40%	45%	50%	55%	55%	55%	55%
Camp 4	0%	0%	0%	0%	0%	40%	45%	50%	55%	55%

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**Forecasted staffing complement**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Staff Head Count	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Taasa Lodge	48	48	48	48	48	48	48	48	48	48
Migration Camp		25	25	25	25	25	25	25	25	25
Camp - 3				48	48	48	48	48	48	48
Camp - 4						48	48	48	48	48
Arusha office	10	10	10	10	10	10	10	10	10	10
	58	83	83	131	131	179	179	179	179	179

Staff Salaries	\$ 2,024	\$ 2,025	\$ 2,026	\$ 2,027	\$ 2,028	\$ 2,029	\$ 2,030	\$ 2,031	\$ 2,032	\$ 2,033	Total
Taasa Lodge	\$ 198,810	\$ 208,750	\$ 219,188	\$ 230,147	\$ 241,655	\$ 253,737	\$ 266,424	\$ 279,745	\$ 293,733	\$ 308,419	\$ 2,500,608
Migration Camp		\$ 80,262	\$ 139,243	\$ 146,205	\$ 153,515	\$ 161,191	\$ 169,251	\$ 177,713	\$ 186,599	\$ 195,929	\$ 1,409,909
Camp - 3				\$ 230,147	\$ 241,655	\$ 253,737	\$ 266,424	\$ 279,745	\$ 293,733	\$ 308,419	\$ 1,873,860
Camp - 4						\$ 253,737	\$ 266,424	\$ 279,745	\$ 293,733	\$ 308,419	\$ 1,402,058
Arusha office	\$ 170,960	\$ 179,508	\$ 188,483	\$ 197,907	\$ 207,803	\$ 218,193	\$ 229,102	\$ 240,557	\$ 252,585	\$ 265,215	\$ 2,150,312
	\$ 369,769	\$ 468,520	\$ 546,914	\$ 804,407	\$ 844,627	\$ 1,140,596	\$ 1,197,625	\$ 1,257,507	\$ 1,320,382	\$ 1,386,401	\$ 9,336,747

Average annual earnings per employee	\$ 2,024	\$ 2,025	\$ 2,026	\$ 2,027	\$ 2,028	\$ 2,029	\$ 2,030	\$ 2,031	\$ 2,032	\$ 2,033
Taasa Lodge	\$ 4,142	\$ 4,349	\$ 4,566	\$ 4,795	\$ 5,034	\$ 5,286	\$ 5,551	\$ 5,828	\$ 6,119	\$ 6,425
Migration Camp	\$ -	\$ 3,210	\$ 5,570	\$ 5,848	\$ 6,141	\$ 6,448	\$ 6,770	\$ 7,109	\$ 7,464	\$ 7,837
Camp - 3	\$ -	\$ -	\$ -	\$ 4,795	\$ 5,034	\$ 5,286	\$ 5,551	\$ 5,828	\$ 6,119	\$ 6,425
Camp - 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,286	\$ 5,551	\$ 5,828	\$ 6,119	\$ 6,425
Arusha office	\$ 17,096	\$ 17,951	\$ 18,848	\$ 19,791	\$ 20,780	\$ 21,819	\$ 22,910	\$ 24,056	\$ 25,259	\$ 26,521
	\$ 21,238	\$ 25,510	\$ 28,984	\$ 35,228	\$ 36,990	\$ 44,125	\$ 46,332	\$ 48,648	\$ 51,081	\$ 53,635

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**Forecasted direct government benefit**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
<b>Corporate tax</b>	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Taasa Lodge	\$ 135,468	\$ 152,190	\$ 163,604	\$ 175,874	\$ 184,668	\$ 193,901	\$ 203,596	\$ 213,776	\$ 224,465	\$ 235,688	\$ 1,883,231
Migration Camp	\$ -	\$ 54,568	\$ 140,853	\$ 160,733	\$ 168,770	\$ 177,208	\$ 186,069	\$ 195,372	\$ 205,141	\$ 215,398	\$ 1,504,113
Camp - 3	\$ -	\$ -	\$ -	\$ 39,648	\$ 89,310	\$ 143,838	\$ 203,596	\$ 213,776	\$ 224,465	\$ 235,688	\$ 1,150,323
Camp - 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,712	\$ 98,464	\$ 158,582	\$ 224,465	\$ 235,688	\$ 760,912
	\$ 135,468	\$ 206,758	\$ 304,457	\$ 376,256	\$ 442,748	\$ 558,661	\$ 691,726	\$ 781,507	\$ 878,536	\$ 922,463	\$ 5,298,578

<b>Value Added Tax</b>	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Taasa Lodge	\$ 81,281	\$ 91,314	\$ 98,162	\$ 105,525	\$ 110,801	\$ 116,341	\$ 122,158	\$ 128,266	\$ 134,679	\$ 141,413	\$ 1,129,939
Migration Camp	\$ -	\$ 32,741	\$ 84,512	\$ 96,440	\$ 101,262	\$ 106,325	\$ 111,641	\$ 117,223	\$ 123,085	\$ 129,239	\$ 902,468
Camp - 3	\$ -	\$ -	\$ -	\$ 23,789	\$ 53,586	\$ 86,303	\$ 122,158	\$ 128,266	\$ 134,679	\$ 141,413	\$ 690,194
Camp - 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,227	\$ 59,078	\$ 95,149	\$ 134,679	\$ 141,413	\$ 456,547
Capital - input	\$ -148,258	\$ -231,943	\$ -337,251	\$ -503,915	\$ -399,917	\$ -585,111	\$ -63,889	\$ -68,982	\$ -74,423	\$ -78,144	\$ -2,491,833
	\$ -66,977	\$ -107,888	\$ -154,577	\$ -278,162	\$ -134,269	\$ -249,914	\$ 351,146	\$ 399,922	\$ 452,698	\$ 475,333	\$ 687,313

<b>Employee tax</b>	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Taasa Lodge	\$ 15,336	\$ 16,103	\$ 16,908	\$ 17,753	\$ 18,641	\$ 19,573	\$ 20,551	\$ 21,579	\$ 22,658	\$ 23,791	\$ 192,891
Migration Camp		\$ 8,387	\$ 8,806	\$ 9,246	\$ 9,709	\$ 10,194	\$ 10,704	\$ 11,239	\$ 11,801	\$ 12,391	\$ 92,477
Camp - 3				\$ 17,753	\$ 18,641	\$ 19,573	\$ 20,551	\$ 21,579	\$ 22,658	\$ 23,791	\$ 144,545
Camp - 4						\$ 19,573	\$ 20,551	\$ 21,579	\$ 22,658	\$ 23,791	\$ 108,152
Arusha office	\$ 39,994	\$ 41,993	\$ 44,093	\$ 46,298	\$ 48,613	\$ 51,043	\$ 53,595	\$ 56,275	\$ 59,089	\$ 62,043	\$ 503,036
	\$ 55,329	\$ 66,483	\$ 69,807	\$ 91,050	\$ 95,603	\$ 119,955	\$ 125,953	\$ 132,251	\$ 138,863	\$ 145,807	\$ 1,041,101

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Park fees and concession fees	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Taasa Lodge	\$ 240,900	\$ 252,945	\$ 265,592	\$ 278,872	\$ 292,815	\$ 307,456	\$ 322,829	\$ 338,970	\$ 355,919	\$ 373,715	\$ 3,030,014
Migration Camp	\$ -	\$ 248,346	\$ 226,961	\$ 278,872	\$ 292,815	\$ 307,456	\$ 322,829	\$ 338,970	\$ 355,919	\$ 373,715	\$ 2,745,884
Camp - 3	\$ -	\$ -	\$ -	\$ 202,816	\$ 239,576	\$ 279,506	\$ 322,829	\$ 338,970	\$ 355,919	\$ 373,715	\$ 2,113,331
Camp - 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 223,605	\$ 264,133	\$ 308,155	\$ 355,919	\$ 373,715	\$ 1,525,526
	\$ 240,900	\$ 501,291	\$ 492,553	\$ 760,560	\$ 825,207	\$ 1,118,023	\$1,232,620	\$1,325,066	\$1,423,676	\$ 1,494,860	\$ 9,414,756

Total contribution received by authorities	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Corporate tax	\$ 135,468	\$ 206,758	\$ 304,457	\$ 376,256	\$ 442,748	\$ 558,661	\$ 691,726	\$ 781,507	\$ 878,536	\$ 922,463	\$ 5,298,578
Value added tax	\$ -66,977	\$ -107,888	\$ -154,577	\$ -278,162	\$ -134,269	\$ -249,914	\$ 351,146	\$ 399,922	\$ 452,698	\$ 475,333	\$ 687,313
Employee tax	\$ 55,329	\$ 66,483	\$ 69,807	\$ 91,050	\$ 95,603	\$ 119,955	\$ 125,953	\$ 132,251	\$ 138,863	\$ 145,807	\$ 1,041,101
Park fees and concession fees	\$ 240,900	\$ 501,291	\$ 492,553	\$ 760,560	\$ 825,207	\$ 1,118,023	\$1,232,620	\$1,325,066	\$1,423,676	\$ 1,494,860	\$ 9,414,756
	\$ 364,720	\$ 666,643	\$ 712,240	\$ 949,704	\$1,229,289	\$1,546,724	\$2,401,445	\$2,638,746	\$2,893,774	\$ 3,038,463	\$ 16,441,748

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**Forecasted cash flow projection**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Cash flow from operating activities</b>										
Forecasted profit for the period	\$ 451,560	\$ 689,193	\$ 1,014,856	\$ 1,254,186	\$ 1,475,826	\$ 1,862,202	\$ 2,305,753	\$ 2,605,022	\$ 2,928,453	\$ 3,074,876
Forecasted tax payments	\$ -135,468	\$ -206,758	\$ -304,457	\$ -376,256	\$ -442,748	\$ -558,661	\$ -691,726	\$ -781,507	\$ -878,536	\$ -922,463
<b>Total cash inflow from operating activities</b>	<b>\$ 316,092</b>	<b>\$ 482,435</b>	<b>\$ 710,399</b>	<b>\$ 877,931</b>	<b>\$ 1,033,078</b>	<b>\$ 1,303,541</b>	<b>\$ 1,614,027</b>	<b>\$ 1,823,515</b>	<b>\$ 2,049,917</b>	<b>\$ 2,152,413</b>
<b>Cash flows from investing activities</b>										
Forecasted acquisition of property, plant and equipment	\$ -750,000	\$ -1,190,000	\$ -1,750,000	\$ -2,597,000	\$ -2,000,000	\$ -2,931,700	\$ -	\$ -	\$ -	\$ -
Establishment of reserve fund	\$ -73,657	\$ -98,571	\$ -123,614	\$ -202,530	\$ -221,763	\$ -318,914	\$ -354,941	\$ -383,231	\$ -413,462	\$ -434,135
<b>Total cash inflow from investing activities</b>	<b>\$ -823,657</b>	<b>\$ -1,288,571</b>	<b>\$ -1,873,614</b>	<b>\$ -2,799,530</b>	<b>\$ -2,221,763</b>	<b>\$ -3,250,614</b>	<b>\$ -354,941</b>	<b>\$ -383,231</b>	<b>\$ -413,462</b>	<b>\$ -434,135</b>
<b>Cash flows from financing activities</b>										
Loans advanced by shareholders		\$ 1,200,000	\$ 600,000	\$ 2,000,000	\$ 1,300,000	\$ 1,800,000				
Loans repaid to shareholders							\$ -1,200,000	\$ -1,400,000	\$ -1,700,000	\$ -1,700,000
<b>Total cash inflow from financing activities</b>	<b>\$ -</b>	<b>\$ 1,200,000</b>	<b>\$ 600,000</b>	<b>\$ 2,000,000</b>	<b>\$ 1,300,000</b>	<b>\$ 1,800,000</b>	<b>\$ -1,200,000</b>	<b>\$ -1,400,000</b>	<b>\$ -1,700,000</b>	<b>\$ -1,700,000</b>
<b>Total cash movement for the period</b>	<b>\$ -507,565</b>	<b>\$ 393,864</b>	<b>\$ -563,215</b>	<b>\$ 78,401</b>	<b>\$ 111,315</b>	<b>\$ -147,073</b>	<b>\$ 59,086</b>	<b>\$ 40,284</b>	<b>\$ -63,545</b>	<b>\$ 18,278</b>
<b>Movement of cash and cash equivalents</b>										
At the beginning of the year	\$ 800,000	\$ 292,435	\$ 686,299	\$ 123,084	\$ 201,485	\$ 312,799	\$ 165,727	\$ 224,812	\$ 265,097	\$ 201,552
Increase/decrease for the period	\$ -507,565	\$ 393,864	\$ -563,215	\$ 78,401	\$ 111,315	\$ -147,073	\$ 59,086	\$ 40,284	\$ -63,545	\$ 18,278
At the end of the year	\$ 292,435	\$ 686,299	\$ 123,084	\$ 201,485	\$ 312,799	\$ 165,727	\$ 224,812	\$ 265,097	\$ 201,552	\$ 219,830

**TAASA Luxury Lodges & Camps**

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**Website.** [www.taasalodge.com](http://www.taasalodge.com) | **Tel.** +255 684 229 936 | **Email.** [info@taasalodge.com](mailto:info@taasalodge.com)



**Long range investment model**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		Total
Construction costs	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033		Total
Taasa Lodge												\$ -
Migration Camp	\$ 750,000	\$ 750,000										\$ 1,500,000
Camp - 3			\$ 1,750,000	\$ 1,750,000								\$ 3,500,000
Camp - 4					\$ 2,000,000	\$ 2,000,000						\$ 4,000,000
	\$ 750,000	\$ 750,000	\$ 1,750,000	\$ 1,750,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -		\$ 9,000,000
Motor vehicle requirement	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033		Total
Taasa Lodge												\$ -
Migration Camp		\$ 440,000										\$ 440,000
Camp - 3				\$ 847,000								\$ 847,000
Camp - 4						\$ 931,700						\$ 931,700
	\$ -	\$ 440,000	\$ -	\$ 847,000	\$ -	\$ 931,700	\$ -	\$ -	\$ -	\$ -		\$ 2,218,700
Furniture and fittings reserve	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033		Total
Taasa Lodge	\$ 73,657	\$ 82,559	\$ 88,751	\$ 95,408	\$ 100,179	\$ 105,188	\$ 110,447	\$ 115,969	\$ 121,768	\$ 127,856		\$ 1,021,782
Migration Camp	\$ -	\$ 16,013	\$ 34,864	\$ 37,733	\$ 39,620	\$ 41,601	\$ 43,681	\$ 45,865	\$ 48,158	\$ 50,566		\$ 358,102
Camp - 3	\$ -	\$ -	\$ -	\$ 69,388	\$ 81,964	\$ 95,625	\$ 110,447	\$ 115,969	\$ 121,768	\$ 127,856		\$ 723,018
Camp - 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 76,500	\$ 90,366	\$ 105,427	\$ 121,768	\$ 127,856		\$ 521,917
	\$ 73,657	\$ 98,571	\$ 123,614	\$ 202,530	\$ 221,763	\$ 318,914	\$ 354,941	\$ 383,231	\$ 413,462	\$ 434,135		\$ 2,624,819
Total capital requirement	2024	2025	2026	2027	2028	2029	2030	2031	2032	2032		Total
Taasa Lodge	\$ 73,657	\$ 82,559	\$ 88,751	\$ 95,408	\$ 100,179	\$ 105,188	\$ 110,447	\$ 115,969	\$ 121,768	\$ 127,856		\$ 1,021,782
Migration Camp	\$ 750,000	\$ 1,206,013	\$ 34,864	\$ 37,733	\$ 39,620	\$ 41,601	\$ 43,681	\$ 45,865	\$ 48,158	\$ 50,566		\$ 2,298,102
Camp - 3	\$ -	\$ -	\$ 1,750,000	\$ 2,666,388	\$ 81,964	\$ 95,625	\$ 110,447	\$ 115,969	\$ 121,768	\$ 127,856		\$ 5,070,018
Camp - 4	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 3,008,200	\$ 90,366	\$ 105,427	\$ 121,768	\$ 127,856		\$ 5,453,617
	\$ 823,657	\$ 1,288,571	\$ 1,873,614	\$ 2,799,530	\$ 2,221,763	\$ 3,250,614	\$ 354,941	\$ 383,231	\$ 413,462	\$ 434,135		\$ 13,843,519

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**Historical and forecasted indirect benefit**

**Roane Travel Design**

Historical	2020	2021	2022	2023
Revenue	\$ 236,548	\$ 2,479,707	\$ 6,135,114	\$ 6,927,217
Rate per person	\$ 1,234	\$ 1,296	\$ 1,361	\$ 1,429
Bed nights sold	192	1914	4509	4849
Conversion rate into Tanzania	100%	100%	90%	90%
Funds brought into Tanzania	\$ 236,548	\$ 2,479,707	\$ 5,521,603	\$ 6,234,495
Growth		948%	123%	13%

Forecasted	Year 1 2024	Year 2 2025	Year 3 2026	Year 4 2027	Year 5 2028	Year 6 2029	Year 7 2030	Year 8 2031	Year 9 2032	Year 10 2033
TAASA forecasted bed nights sold	4818	9548	8935	13140	13578	17520	18396	18834	19272	19272
Roane Travel Design component	50%	27%	30%	21%	22%	18%	18%	18%	18%	19%
Bed nights sold to Taasa	2409	2530	2654	2786	2919	3066	3219	3371	3527	3700
Average guest length of stay at TAASA	4	4	4	4	4	4	4	4	4	4
Average guest length of stay in Tanzania	9	9	9	9	9	9	9	9	9	9
Bed nights sold in Tanzania	5420	5693	5971	6268	6568	6899	7243	7585	7935	8326
Revenue	\$ 8,130,375	\$ 8,966,843	\$ 9,874,454	\$ 10,883,608	\$ 11,975,819	\$13,206,643	\$14,560,323	\$ 16,010,116	\$ 17,585,959	\$ 19,373,384
Rate per person	\$ 1,500	\$ 1,575	\$ 1,654	\$ 1,736	\$ 1,823	\$ 1,914	\$ 2,010	\$ 2,111	\$ 2,216	\$ 2,327
Bed nights sold	5420	5693	5971	6268	6568	6899	7243	7585	7935	8326
Funds brought into Tanzania	\$ 8,130,375	\$ 8,966,843	\$ 9,874,454	\$ 10,883,608	\$ 11,975,819	\$13,206,643	\$14,560,323	\$ 16,010,116	\$ 17,585,959	\$ 19,373,384
Growth		10%	10%	10%	10%	10%	10%	10%	10%	10%

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**Explore with Purpose**

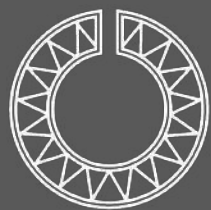
Historical	2020	2021	2022	2023
Bed nights sold	192	1914	4509	4849
Average donations per bed night	\$ 22	\$ 22	\$ 22	\$ 22
Donations received	\$ 4,180.22	\$ 41,734.00	\$ 98,338.36	\$ 105,747.42

Forecasted	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Bed nights sold	5420	5693	5971	6268	6568	6899	7243	7585	7935	8326
Average donations per bed night	\$ 22	\$ 22	\$ 22	\$ 22	\$ 22	\$ 22	\$ 22	\$ 22	\$ 22	\$ 22
Donations received	\$ 118,204	\$ 124,157	\$ 130,214	\$ 136,687	\$ 143,242	\$ 150,441	\$ 157,964	\$ 165,421	\$ 173,051	\$ 181,561

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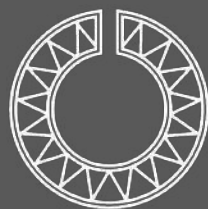


# TAASA

— LUXURY LODGES & CAMPS —



EXPLORE – EMPOWER – PROTECT



# TAASA

— LUXURY LODGES & CAMPS —

## Mission Statement



### Empower

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Employ and empower members of our local community.



### Protect

---

Preserve and protect the indigenous wildlife and natural species of the region.



### Explore

---

Educate travelers on the rich natural and cultural resources Africa offers.



# TAASA

— TANZANIA SAFARI LODGE —



————— A luxury safari lodge located in Northern Tanzania —————

# THE TAASA EXPERIENCE

Escape the crowds with exclusive game viewing within our protected wildlife area, with access to the Serengeti National Park and Mara river.

- Thrilling night game drives
- Sensitive off-road driving enables us to get closer to the game in open game-viewers
- Memorable bush dining and boma experiences
- All-inclusive experience
- Unlimited safari experiences
- Authentic Maasai experiences (village visits and storytelling)
- Complimentary return transfers from Lobo airstrip
- Family friendly - all ages are welcome
- Ideal for smaller groups, families and couples



# LOCATION & ACCESS

TAASA Lodge is centrally located between 3 of the largest safari ecosystems in the world—Ngorongoro Conservation Area, Maasai Mara National Reserve, and Serengeti National Park.

In a remote corner of the game-rich Serengeti National Park, a 10,000 hectare (24,700 acre) TAASA Lodge sits within a protected wildlife area leased, offering guests an exclusive Tanzania safari.

## GETTING TO TAASA LODGE

### BY AIR

- The closest airstrip to TAASA Lodge is called Lobo airstrip. Approx (45 min drive from the airstrip to the lodge)
- Lobo Airstrip is accessed by light aircraft via daily scheduled flights from Arusha and Dar Es Salaam.
- Arrival welcome and complimentary return transfers from Lobo Airstrip to TAASA Lodge

### BY ROAD

- TAASA is accessible by road: 10hr drive from Arusha and roughly 3h30m drive from Central Serengeti (Seronera).



# THE LODGE

Set in a landscape that is gentle, yet rugged, the Lodge reflects the heart of this untamed land with a sophistic safari style.

- Dining area with indoor fireplace
- Furnished bar and sitting area
- Indoor & outdoor lounge
- Large viewing deck
- Firepit
- Infinity swimming pool
- Safari gift store (locally made curios)
- Outdoor boma area
- In room spa treatments available (on request)





## ACCOMODATION

Perched on the edge of Lobo Valley, the Lodge provides breathtaking views from all 12 luxury tents overlooking the Serengeti.

- 12 luxury tents, including 1 family interleading tent
- 50 sqm / 540 sq ft
- Private verandas
- En-suite bathrooms with hot water 24/7
- Double vanity and hairdryers provided
- Plush robes and slippers provided
- Comfortable lounge area
- In-room workout basket (yoga mats, light weights)
- 24hr backup power





## FUN FOR ALL AGES

- Inter-leading tent with enclosed walkway available
- Ideal for multi-generational groups, couples and small groups

### Children Activities include:

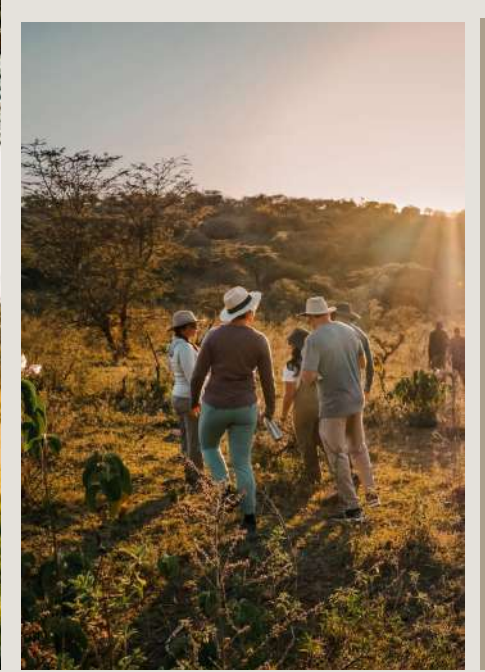
- Babysitters (butlers) available on request
- Safari game drives
- Bush babies spa treatments
- Volleyball
- Arts & crafts - beading, activity book, baking with our chef
- Bow & arrow shooting and spear throwing
- Survival skills



# WILDLIFE & SAFARI

- Wildlife is abundant all year round at TAASA Lodge
- Experienced guides and trackers
- Sensitive off-road safari 24/7
- Open safari vehicles
- Private game vehicles available
- Night safaris
- Nature walks
- Big 5 sightings
- Stargazing





## TAASA MOMENTS

- Walking safaris
- Bush dining experiences
- Up close animal sightings
- Evening bush sundowners
- Boma dining experience
- Maasai cultural experience (village visits and storytelling)
- Ololosokwan Primary school visit
- Stargazing



# PHILANTHROPY

We are dedicated to improving the lives of our community and proudly support the incredible efforts with our NGO partners in Tanzania.

- Explore With Purpose
- Sanaa
- Type Of Wood
- Maasai Honey
- Wine To Water

Guests contribute towards projects by staying with us, visiting the Ololosokwan Village & Primary school, by purchasing curio store items and through donations.





# TAASA

— SERENGETI MIGRATION CAMP —



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Opening July 2025

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# INTRODUCING: TAASA MIGRATION CAMP

Nestled amidst the dramatic landscapes of the Serengeti, TAASA Migration Camp moves with nature throughout the year, following the migratory herds and ensuring a front-row seat to this incredible spectacle.

Throughout the year, TAASA Migration Camp relocates to different areas of the Serengeti to offer the best wildlife viewing experience for each season.

## UNIQUE FEATURES



Follows The  
Annual Migration



Family-friendly  
Experience



Unlimited  
Safari



Expert  
Guides



Big 5  
Encounters



Photography  
Destination



Moves 3 times  
per year

## THE OFFERING

TAASA Migration Camp will offer 12 luxury tented suites, including 2 interconnected family tented suites, a lounge and bar tent, dining tent curio store and outdoor firepit.

Guest experience include unlimited safaris, dining experiences, stargazing, cultural experiences and access to hot air balloon safari.



\*Artistic Impression

# LOCATION & ACCESS

Throughout the year, TAASA Migration Camp relocates to different areas of the Serengeti to offer the best wildlife viewing experience for each season:

**Dry Season:** Kogatende: July - October

Experience the awe-inspiring Great Migration! TAASA moves to Kogatende, perfectly positioned for prime viewing of the massive herds of wildebeest and zebra concentrated around water sources during this classic safari season. This is also the best time of year to witness the Mara River crossing!

*Access: Kogatende Airstrip*

**Green Season:** Ndutu: December - March

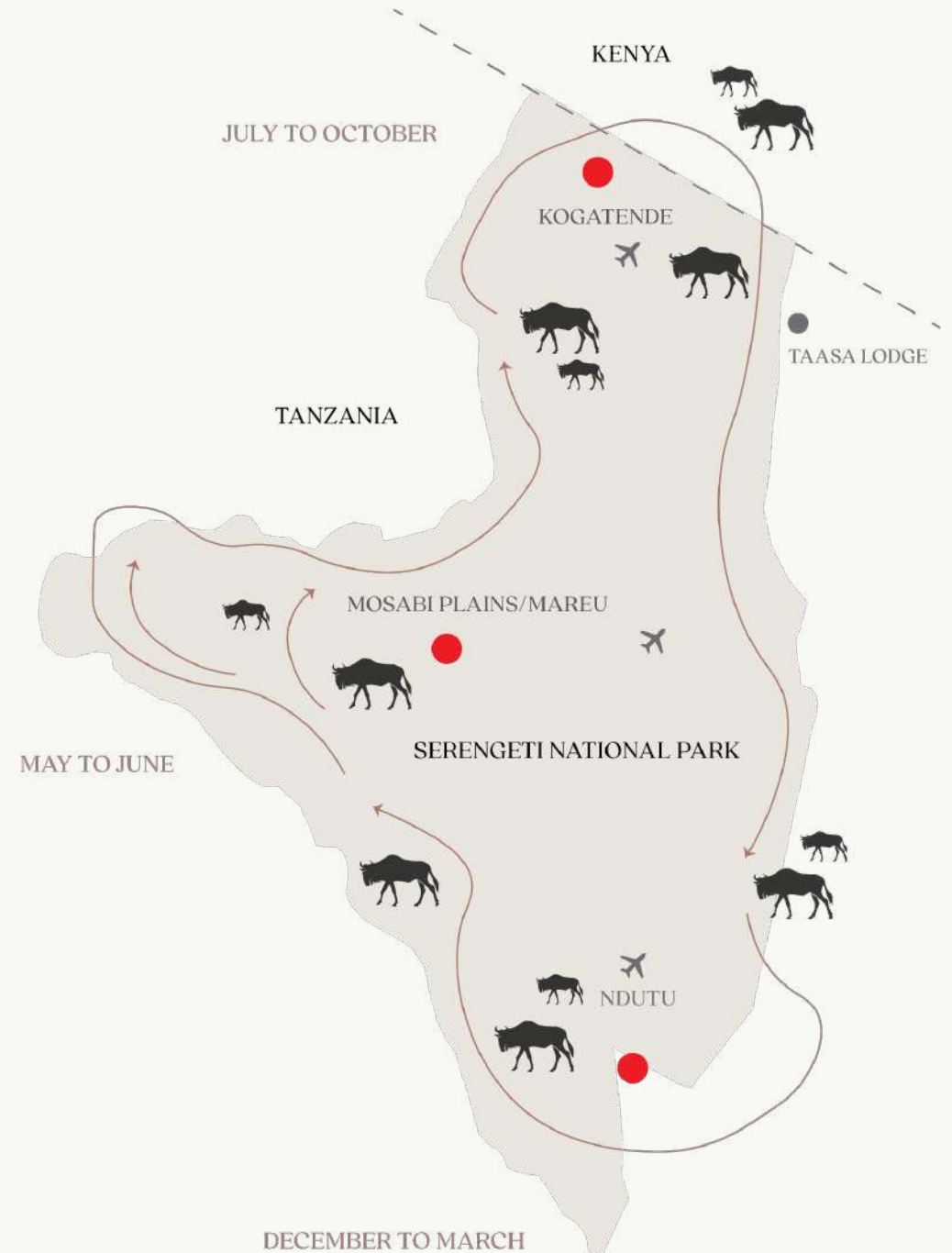
Witness the miracle of life! TAASA moves to Ndutu in the lush green Southern Serengeti, where you can spot newborn wildebeest during the calving season.

*Access: Ndutu Airstrip*

**Shoulder Season:** Mosabi Plains/Mareu: May - June

The Serengeti bursts with vibrant life during the wet season. TAASA sets up camp in Mosabi Plains/Mareu area, where you can witness the beauty of the rejuvenated landscape and possibly see some of the young animals born earlier in the year.

*Access: Seronera Airstrip*



# OVERVIEW: TAASA MIGRATION CAMP

## CAMP OFFERING

- Lounge & bar tent
- Dining tent
- Curio store
- Outdoor fire pit
- Viewpoints

## EXPERIENCE

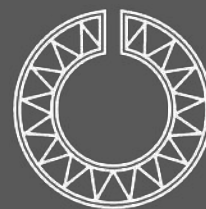
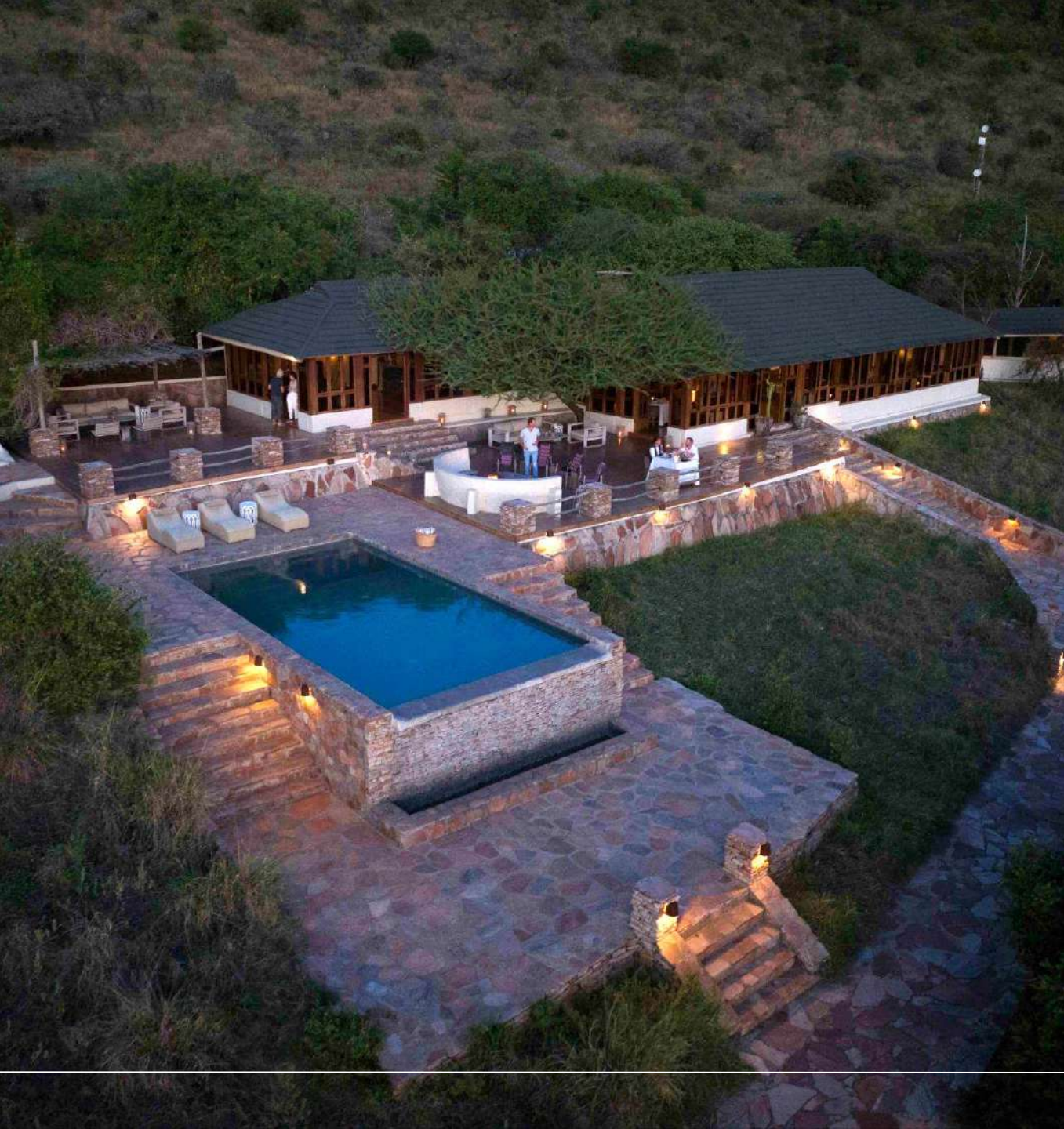
- Family-friendly
- All-inclusive
- Dining experiences
- Unlimited safari
- Stargazing
- Cultural experience
- \*Airstrip transfers
- \*Hot-Air Balloon

## ACCOMMODATIONS

- 12 luxury tented suites, 2 of which are interconnected
- Private outdoor seating with views of the Serengeti
- En-suite bathroom with 24/7 hot water
- Seating area
- Workout basket
- Room service
- Laundry service



\* All images are Artistic Impressions



# TAASA

— LUXURY LODGES & CAMPS —

## CONTACT US

GENERAL INQUIRY

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CONNECT WITH US ONLINE



EXPLORE - EMPOWER - PROTECT