



BUSINESS PLAN

Operating ILaroi Ranch for Hunting and
Photographic Tour Operations.

**ILAROI RANCHING
LIMITED**

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1. Executive Summary

Understanding the Ministry's need to promote Tourism and current plan to encourage transparency and increase the Government Revenue, we also appreciate and understand the Ministry's power and mandate to also consider special long-term arrangement with stakeholders to enhance alternative tourism packages, all in the spirit of ensuring transparency, secured long term revenue generation, conservation at the same time secured long term tenure for investment commitment by the stakeholders. It is with this understanding the company's Business Plan and proposal is anchored.

The Company is a limited liability company incorporated under the laws of the United Republic of Tanzania. Since its incorporation, the main objective of the company has been to carry out Consumptive and Non-Consumptive Tourism.

The company carries out its day-to-day activities from offices situated within the beautiful vicinity located at **Sable Square, Plot No 35, Dodoma Road, Arusha- Tanzania.**

1.1 The Vision

The vision for the company for years has been to protect and preserve wildlife resources and enhance community development activities for the betterment of the local citizens.

Currently, the company is granted a Ranching Certificate for the operation of a Wildlife Ranch established and comprised on a landed Property Partly Owned by the company under Certificates of Occupancy Nos. **47793, 38182, 38183, 38184, 38185, 38186, 38187.** and Long Term Leases from its shareholders in the name of Harpreet Brar Singh with Certificate of Occupancy Nos. **47795, 47795, 3029, 3030, 3032, 48440, 48441, 48443, 48503, 3031, 47794, 48442, 48495, 48496, 48497, 48498, 48499, 48500, 48502, 48504, 48501, and 48505** and Harjot Mann with Certificate of No. **47791** in the Area Known as Loiborsiret Village in Simanjiro District, Manyara Region, Tanzania the total Area of the Ranch is 9,029.89 hectares bordering the Tarangire National and nestled in the Maasai Eco System.

1.2 Historical Background on the Company's Operation of the Ranch and Tour Operations

Since our inception eight years ago, Ilaroi's efforts have yielded strong and lasting results. When we acquired this land, the lion population had been entirely wiped out with snares and poison. Livestock overgrazing had disrupted the balance of forage available and

depleted many species of plains game and predators, disturbing the delicate balance of nature.

This effectively sterilized the crucial wildlife corridor where Ilaroi is located; connecting Tarangire National Park to the Maasai Steppe. Three years ago, we saw our first lions return and we now have two resident prides with cubs. Ilaroi currently plays host to healthy populations of lesser and greater kudu, fringe-eared oryx, cape buffalo, Coke's hartebeest, giraffe, zebra, leopard, elephant, dik dik, red duiker, suni, and many bird species. A large part of our program centers around native bees in a sustainable honey project to rebuild the fragmented ecosystem and protect these critical pollinators.

Monitoring the recovery of key species has guided our efforts and we are proud to showcase our team's hard work. We frequently partner with research organizations, TAWIRI (Tanzania Wildlife Research Institute), and TAWA (Tanzania Wildlife Authority) to understand the evolving dynamics of our region and address issues as they arise.

1.3 Compliance

To date, the company has been diligent in adhering and complying with the laws of the United Republic of Tanzania making timely payments of all dues to the Government.

1.4 Conclusion

The company is requesting for its project to be Registered with the Tanzania Investment Center (TIC).

Once the company is Registered with TIC, we intend to invest the sum of United States Dollars Four Million (USD 3,641,345.84) for the term of up 2027 since its Inception 8 years Ago. The company's investment shall continue to be allocated in the Ranch and permit fees, infrastructure development and maintenance, Employment, purchase of more equipment and modern vehicles, and ultimately investing more in wildlife conservation initiatives, community development initiatives and ant poaching initiatives.

2. Company Description

2.1. Vision

The vision for the company for years has been to protect and preserve wildlife resources and enhance community development activities for the betterment of the local citizens which has been strongly pioneered by the founding members of the Company.

2.2. Client Profile

The diversity of the company's clientele is a compelling testament to the quality of their work. The Company has an unprecedented clientele whereby the Company continues to promote Tanzania. This is contributed to the stringent conservation program implemented. In addition, the attention to detail and luxury is unmatched in the tourism industry attracting a clientele base second to none.

2.3. Business Operations and Investments Undertaken

Currently, the company is perched at 4025' above sea level overlooking the Maasai steppe. Located 160 km southeast of Arusha, this private reserve offers sensational uninterrupted views and the opportunity to connect with nature found nowhere else in Tanzania.

Notably, the Area (now the Ranch) had little or no game to sustain tourist activities. Actions by the company through massive investment in actual money and time over the period of 8 years have led to the Area to it being among the best Ranch in the country.

During its operations within the Ranch, company has dedicated its investment in the preservation and conservation and in the operation of its business by heavily investing in vehicles, camping equipment and furniture. Equally important, the company has spent a huge portion of its investment in the promotion and implementation of sustainable wildlife conservation and anti-poaching initiatives which previously had been heavily poached and lacking appropriate infrastructure prior the company's utilization.

During the Company's operation the company had dedicated and invested USD 2 Million In the acquisition of the land and development of the Ranch. This goes hand in hand with the total investment over the past 8 years where, the company has continued to invest in fixed assets and equipment related to the operations as well as setting up camps in Ranch, equipped vehicles, Luxury camping tents, refrigerators,

generators, beds and chairs together with other luxury amenities such as Spa, swimming pool etc.

The company has been on the frontline in pioneering community development programmes to communities neighboring the wildlife Ranch area. To date the company has engaged in supporting students through scholarship to different education levels to all the communities surrounding the Ranch.

All community development and wildlife conservation activities are carried out and funded by the company. Donations are also received from other donors in terms of funds and Equipment.

The success of the company's wildlife conservation, community development and tourist hunting business has been through creation of conservancy zones to preserve wilderness, protect wildlife and maintain critical migration corridors, protecting accesses to springs and other natural water sources for the wildlife. Additionally, undertaking anti-poaching activities within the conservancy zones and further helping the local citizens to alleviate poverty through community development, and create enthusiasm among communities for wildlife conservation.

Currently the company has employed over 200 employees in different positions and specialties given a season. Among the employees, majority of the employees are Tanzania citizens employed in various specialties from the managerial position down to clerks whose invaluable contribution in the day-to-day operation of the company is very well rewarded. The company has permanent expatriates from different countries who possess unique skills and knowledge in sustainable wildlife conservations with the sole aim of utilizing the same and transmitting the skills and knowledge to the local Tanzanians.

The company's employment policy focuses on providing excessive employment opportunities to the Tanzania citizens by centering its recruitment advertise in Tanzania, preventing all sorts of racial and colour discrimination and implementing gender balance and adherence to the employment laws of the country. The company's succession plan is geared at having many Tanzania citizens who are qualified and having unique skills and experience in wildlife conservations and tourism business so as to play an active role in the company and ultimately minimize the number of expatriates by 90% to date. The costs saved from maintaining expatriates will be reverted to conservations and community development initiatives

2.4 Fee Payment

The company has been diligent in adhering and complying with the laws of the United Republic of Tanzania making timely payments of all dues to the Government.

3. Proposed Plan, Product and Service

3.1. Proposed Investment

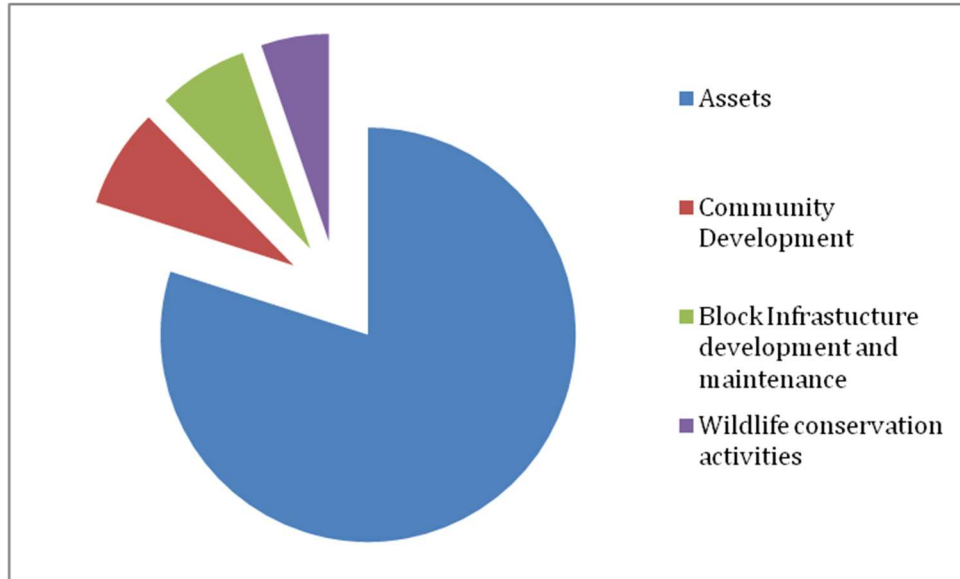
Understanding the Ministry's current plan to encourage transparency and increase the Government Revenue and tourism sector, we also appreciate and understand the Ministry's power and mandate to also consider special long-term arrangement with stakeholders to operate tailored Tourism packages, all in the spirit of ensuring transparency, secured long term revenue generation, conservation at the same time secured long term tenure for investment commitment by the stakeholders.

The company intends to invest the Total of USD 3,641,345.84 from the term of 2013 – 2027. The company's investment shall be allocated in purchasing more equipment and modern hunting vehicles, camping equipment, Lodge Construction, furniture and investing more in wildlife conservation initiatives, community development initiatives and ant poaching initiatives as well as Ranch infrastructure development and maintenance.

ILAROI RANCHING LIMITED

<i>ITEM</i>	<i>QTY</i>	<i>UNIT PRICE</i>	<i>TOTAL</i>
Business Operations			
Camps renovation			506,917,217
Hunting equipment			96,099,655
Construction equipment			60,000,000
Radio communication system			56,000,000
Anti-poaching micro light planes			0
Well-equipped anti-poaching vehicles			236,000,000
Hunting motor vehicles	9	117,000,000	1,053,000,000
Block Infrastructure Development & Maintenance			
Road maintenance (km)			42,500,000
Airstrips maintenance			15,000,000
Community Services			
Construction of classrooms			
School fees support			18,000,000
Donation of learning materials			12,500,000
Construction of dispensaries			
Road Construction(km)			85,000,000
Sinking boreholes			7,500,000
Wildlife Conservation Activities			
Training of Rangers at Mweka	360	25000	9,000,000
Ant poaching initiatives			
			19,800,000
GRAND TOTAL			2,217,316,872

Summary of Costs



3.2. Project Implementation Schedule

The investment was initiated from 2013 and forecast continued investment up to 2027. A summary reflects from January 2023. The proposed schedule is summarized below.

ILAROI RANCHING LIMITED

ITEM	Y1		Y2		Y3		Y4		Y5	
	QTY	AMOUNT	QTY	AMOUNT	QTY	AMOUNT	QTY	AMOUNT	QTY	AMOUNT
Business Operations										
Camps renovation		1,456,000,000		1,560,000,000		780,000,000		450,000,000		430,000,000
Hunting equipment		75,000,000		60,000,000		48,000,000		54,000,000		45,000,000
Construction equipment		22,000,000		108,000,000		78,000,000		43,000,000		28,000,000
Radio communication system		32,000,000		46,000,000		52,000,000		32,000,000		39,000,000
Anti-poaching micro light planes		0		0		0		0		0
Well-equipped anti-poaching vehicles		42,000,000		58,500,000		110,000,000		65,000,000		58,000,000
Hunting motor vehicles		123,500,000		338,000,000		247,000,000		123,500,000		123,500,000
Block Infrastructure Development & Maintenance										
Road maintenance(km)		42,500,000		62,500,000		58,000,000		72,000,000		65,000,000
Airstrips maintenance		17,500,000		22,500,000		25,000,000		18,000,000		21,500,000
Community Services		24,500,000		28,500,000		32,000,000		38,000,000		34,500,000
Construction of classrooms										
School fees support		13,000,000		13,000,000		13,000,000		13,000,000		15,000,000
Donation of learning materials		18,000,000		11,500,000		12,500,000		9,500,000		17,500,000
Construction of dispensaries		42,500,000		48,700,000		62,000,000		22,000,000		27,500,000
Road Construction(km)		48,000,000		52,500,000		58,000,000		62,000,000		68,000,000
Sinking boreholes		52,000,000		0		62,000,000		75,000,000		0
Wildlife Conservation Activities										
Training of Rangers at Mweka		12,000,000		15,600,000		13,500,000		14,500,000		12,500,000
Anti-poaching initiatives		47,500,000		58,000,000		57,800,000		62,000,000		64,500,000
GRAND TOTAL		2,026,042,000		2,483,300,000		1,708,800,000		1,153,500,000		1,049,500,000

4. Market Analysis Summary

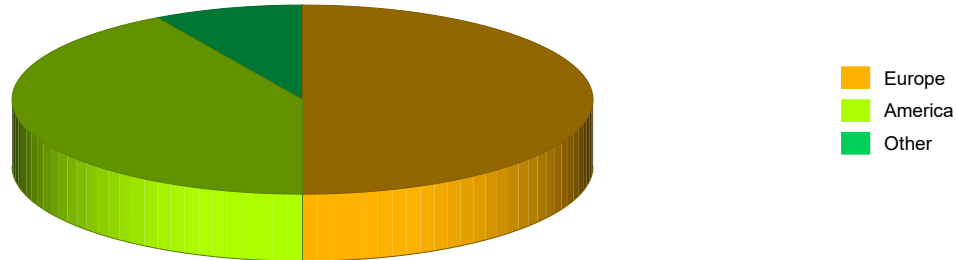
The current drive and emphasis by the government on diversification of the industrial base presents an opportunity for the Company to make a valuable contribution towards achieving this goal. Having undertaken a thorough and comprehensive research of the market, we realized that there was a need for a company that focuses on providing leisure excursions to tourist in Wildlife Ranches.

4.1. Market Segmentation

the Company is focusing on those foreign tourists’ hunters seeking leisure travel and excursions whilst in Tanzania, with the intention of letting them see and appreciate the numerous attractions in our country. the Company is mainly targeting those from Europe and the Americas.

<i>Market Analysis</i>						
		2023	2024	2025	2026	2027
Potential Customers	Growth					CAGR
Europe		50%	40%	40%	50%	60%
America		40%	40%	40%	40%	20%
Other		10%	20%	20%	10%	20%
Total						

Market Analysis (Pie)



4.2. Target Market Segment Strategy

The company markets its safaris worldwide through a variety of means including print and media advertising, representing the company to booking agents at hunting conventions and by internet marketing by mostly through references and face to meetings. For the period of 2023 to 2024, the company has received an increase in clients and further expects to extend its marketing strategy and policies to receive more clients for the term of 2025 – 2027

4.3 Services

The Company will offer its customers with the following categories of services:

- Hunting tourism within the ranch
- Accommodation at a 5-star lodge at the ranch game viewing at the private ranch
- Film/philographic safaris at the ranch

4.4 Market Analysis Summary

4.4.1 Game Viewing

Game viewing represents not only the largest form of imitational wildlife tourism in the country, but also a growing domestic including urban tourism that attract considerable number of urban dwellers particularly from Tanzania's cities and municipalities. A variety of wildlife from tourist safaris and cropping also command sizeable international and local markets; game meat can be one of important products for the latter. The ranch lodge, which is put in a natural tranquil setting, is another line of tourism that can attract international and local game viewers, film crews and leisure

seekers to the area. Application for Government certification of the lodge will be made in order to give it formal recognition as a five-star TALA licensed accommodation facility.

4.4.2 Tourist Hunting

Hunting tourism in Tanzania market observed to grow in recent decades due to the fact that it possesses a varied range of species that can be shot by tourist hunters, comprising 70 species of big game (67 mammals, plus crocodile, ostrich and python), as well as a variety of game birds. Shooting of black rhinoceros, giraffe and wild dog is prohibited. Under TAWICO's management, Tanzania adopted a fairly rigid marketing strategy for its safaris and offered 21-day, 16-day and 7-day safaris. Since the Department of Wildlife took over the management of hunting, the marketing strategy has become somewhat more flexible. Now, 21-day, 16-day, 14-day and 7-day safaris are offered, depending on the species to be hunted (Table 5). Elephants, the two big cats and a variety of large antelope like both species of kudu, gerenuk, oryx, sitatunga and roan can only be shot on a 21-day safari. A recent development has been to allow lion to be shot on 16-day safari, together with sable and buffalo. Sable can also be shot on a 14-day safari and while a 7-day safari is solely for buffalo and a variety of plains game. While the safaris are marketed under these day lengths, clients are allowed to stay for longer than the actual designated safari length on payment of the appropriate daily rate and fees. In previous years such kind of activities was engaging elite people from overseas, but currently some were seen to get involved in hunting.

4.5 Competition and Buying Patterns

The key element in service utilization decisions made at the company's client level is trust in the reputation and reliability of the firm. The most important factor in this market will be the quality of the service and quality of trophies. This is particularly so considering the various interests of individuals and groups as they strive to get as many quality trophies as possible.

4.6 Main Competitors

The Company has identified competing companies, some firmly established, that fill the same needs as the Company. The company intends to market itself in such a way that with time competitor customers will choose its service over competitors on the basis of its higher quality and informative excursions.

5. Strategy and Implementation

The target customers for the Company will mainly be foreign hunting and photographic tourists. In order to achieve its goal of becoming the premiere company, the Company intends to adopt the following strategies:

1. Long term tenure; as most safaris are book years in advance given the client need to plan, long term tenure affords the company and the client to plan ahead and security that no sudden changes may occur and threaten the plans. Also, as most clients are recurrent clients it gives more comfort to hunt and explore more in an area that they are more conversant and harvest game that they have taken part in rearing.
2. Establish its reputation as a differentiated, specialty provider of safari experience given it being within the Ranch and its proximity to the Tarangire National Park. This will be accomplished through a diverse marketing communications programme directed at the Company target market, utilizing various media as well as the establishment of strategic allies.
3. Provide unparalleled service to the tourists, local and international, of Tanzania in order to gain repeat business and build trust. This will include providing superior service in all phases of the transaction, including timely follow-through.
4. Aggressively promote hunting as healthy, eye-opening and exciting activity with those who participate in them as appreciative of the finer things in life.
5. The Company intends to build image and awareness through consistency and distinctiveness in its service provision.

5.1. Keys to Success

The Company keys to success will include:

- A high level of quality services.
- Maintaining and growing its referral networks to generate new and repeat business
- Significant investments in facilities and services.
- Improving efficiencies of operations.

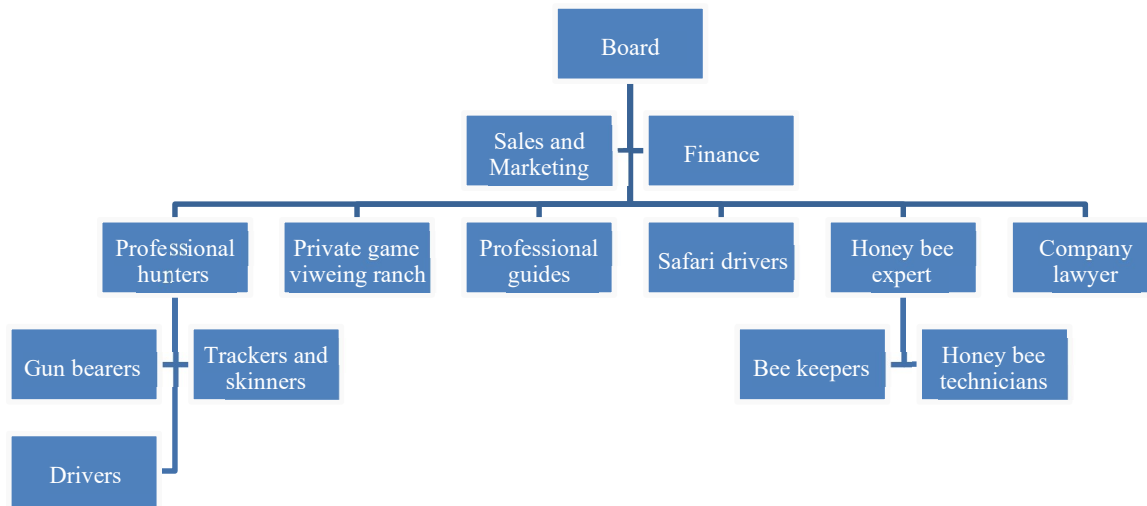
5.2. Marketing Strategy

One core element of the Company strategy will be that of differentiation from its competitors. In terms of marketing the Company intends to ensure that its name and services are marketed on an extensive basis so that customers are aware of its existence.

6. Management Team

The company has a competent and experienced management team of five people that is responsible for managing day-to-day operations of the business. Under the management team are operations staff organized according to division of labor as summarized in Figure 3. The company will from time to time hire lawyers to deal with any meriting legal matters of the business.

The following comprises top management team of people with diverse and extensive knowledge, skills and experiences sufficing enough to successfully operate the business investment



Ilroi Ranching Limited Business Organization Chart

1. Mr. Harpreet Brar-Managing Director

Mr. Harpreel Brar is a founding Director of the company and has over 20 years' experience in the wildlife industry. As a result, Harpreet has extensive skills, practical knowledge and experience of wildlife and requisite ethics in tourist safaris and preparation of honey bee. He has managed the entire business in the capacity of Managing Director

2. Mr. Juma Ngao - Wildlife Ranch Manager

Mr. Juma Gao has a history in the wildlife industry dating back to 1996 and much of his time has assisted Mr. Harpreet Brar to manage field operations of the company. Juma has sufficient knowledge of wildlife and conversant with fieldwork related to handling of tourist safaris in private game viewing, among others, he will appropriately therefore be Ranch Manager.

3. Mr. Thompson Moshi- Honey Bee processing facility Manager

Mr. Tomson Moshi has been in the wildlife business since 1992 and for many years now has assisted Mr. Harpreet Brar in the work of the company from office to field work. Mr. T. Moshi has extensive knowledge of wildlife and Honey Bee sufficient to take up position of Honey Bee facility Manager.

4. Mrs. Harjot Mann - Finance Manager

Mrs. Harot Mann has 15 years' experience in financial management and working with the company, she is an accredited accountant with CPA level meriting him a cornerstone of the company in keeping safe all its monies and records. Harjot will in this case assist the Managing Director with managing finances of the company.

6.1 Personnel plan

Current personnel plan at Ilaroi Ranching Limited is characterized by modest staffing of 52 skilled and experienced employees including on-site management team. The Company also recruits time to time knowledgeable and diligent laborers to assist with fieldwork and care of campsite. Occasional turnover of lower-level staff is not uncommon, but job seekers from surrounding communities fill up their positions to ensure no disruption of the business.

7. Financial Analysis

A financial plan shall be essential if the Company is to meet its objectives. The intention is to finance growth through cash flow and equity.

7.1. Sales Forecast

Sales forecasts are based on the following assumptions:

- Hunting season in Tanzania is from June to December.
- Professional photographing will be conducted throughout the year in terms of the regulations
- Hunting safaris will be schedules on either of the three itineraries given below:
 - ❖ 21 days hunting safaris (Premium)
 - ❖ 14 days hunting safaris (Major)
 - ❖ 10 days hunting safaris (Regular)

Appendix

Sales Forecast					
Years 2020 – 2025	2023	2024	2025	2026	2027
Sales					
Hunting income	1,594,902,629	1,834,138,023.40	2,109,258,726.90	2,267,453,131.40	2,426,174,850.60
Trophy handling	1,622,390,200	2,027,987,750.00	2,332,185,912.50	2,565,404,503.80	2,757,809,841.60
Professional Photographing	0	0	0	0	0
Others	79,852,308	58,000,800.00	52,500,000.00	62,000,000	68,000,000
Total Sales	3,297,145,137	3,920,125,773.40	4,493,944,639.40	4,894,857,635.20	5,251,984,692.20
Direct Cost of Sales	323,584,954	355,943,449.40	391,537,794.30	430,691,573.70	473,760,731.10
Wildlife Conservation Activities	0	0	0	0	0
Community Development Services	34,800,000	39,000,000	39,000,000	39,000,000	42,000,000
Block Infrastructure Development & Maintenance	28,000,000	32,000,000	38,000,000	42,000,000	48,000,000
Block hunting Fees	545,200,000	545,200,000	545,200,000	545,200,000	545,200,000
PH Expenses	149,292,000	164,221,200	180,643,320	198,707,652.00	218,578,417.20
Clients	0	0	0	0	0
Accommodation					
Motor Vehicle Expenses	104,220,177	114,642,194.70	126,106,414.20	138,717,055.60	152,588,761.20
Trophy Expenses	1,622,390,200	2,027,987,750.00	2,332,185,912.50	2,565,104,503.80	2,757,809,841.60
Camp Expenses	199,576,497	239,491,796.40	257,453,681.10	276,762,707.20	304,438,977.90
Firearm Expenses	7,500,000	8,850,000.00	9,200,000.00	10,800,000	11,200,000
Crew Costs					
Subtotal Direct Cost of Sales	3,014,563,828	3,527,336,390.50	3,919,327,122.10	4,246,983,492.30	4,553,576,729.00

7.2. Funding

The project will be financed by way of advances against shares to be made to the Company by its shareholders.

7.3. Important Assumptions

The financial plan depends on important assumptions. Some of the more important underlying assumptions are:

Appendix

- the Company assumes a strong economy, without major recession.
- the Company assumes, of course, that there are no unforeseen changes in Government economic policy to make its service immediately obsolete or unwanted.

7.4. Key Financial Indicators

The Company foresees a slow initial growth in sales, though operating expenses will be relatively high, and a bump in its sales and revenue generation as it spreads its services during investment.

7.5. Break-even Analysis

The Company break-even analysis will be based on running costs, that salaries and wages, rent, vehicle and equipment maintenance costs, water and electricity, insurance. Hence many fixed costs shall be included in these costs. the Company will thus ensure that its sales levels are running comfortably above break-even.

<i>Break-even Analysis</i>					
	2023	2024	2025	2026	2027
Monthly Revenue Break-even	139,562,911	157,678,169	180,146,560.50	194,121,094	207,847,904
Assumptions:					
Average Percent Variable Cost	67%	72%	69%	68%	70%
Estimated Monthly Fixed Cost	93,383,404.17	104,191,733.33	70,833,391.67	64,733,375.00	56,524,762.50

7.6. Projected Cash Flow

The following chart and table highlight the projected Cash Flow statement for **ILAROI RANCHING LTD.**

Appendix

Years 2020-2025

Pro Forma Cash Flow					
Years	2023	2024	2025	2026	2027
Cash Received	1,828,404,000	1,727,404,946	1,680,905,700	1,740,800,600	1,659,509,486
Cash from Operations	1,622,261,900	1,591,261,870	1,750,400,600	1,650,277,450	1,342,107,534
Cash Sales					
Cash from Receivables					
Subtotal Cash from Operations	206,142,100	136,143,076	69,494,900	90,523,150	317,401,952
Additional Cash Received					
New Investment Received	1,500,000,000	1,350,000,000	1,200,000,000	800,000,000	350,000,000
Subtotal Cash Received	1,500,000,000	1,350,000,000	1,200,000,000	800,000,000	350,000,000
Expenditures					
Expenditures from Operations	42,041,500	39,059,600	44,041,584	45,250,800	49,814,437
Cash Spending	24,680,012	23,500,000	27,250,800	23,250,600	24,719,188
Bill Payments	87,450,600	86,280,150	85,750,800	87,227,600	84,691,600
Subtotal Spent on Operations	154,172,112	148,839,750	157,043,184	155,729,000	159,225,225
Additional Cash Spent					
Purchase Long-term Assets	1,120,600,850	1,250,300,800	850,000,700	776,800,500	678,297,150
Dividends					
Subtotal Cash Spent	1,120,600,850	1,250,300,800	850,000,700	776,800,500	678,297,150
Net Cash Flow	431,369,138	87,002,526	123,461,216	42,006,350	170,120,423
Cash Balance	490,735,103	577,737,629	701,198,845	659,192,495	489,072,073