



East & Southern Africa Travel Specialists
P.O. Box 6160| Arusha - Tanzania - East Africa
Cell: +255 754 294808

BUSINESS PLAN 2025-2030

Presented To:
TANZANIA INVESTMENT CENTRE

ODA TOURS (T) Limited

MAY 2025



Statement of Confidentiality

This document contains confidential information. All data submitted to Tanzania Investment Centre is provided in reliance upon its consent not to use or disclose any information contained herein except in the context of its business dealings with Tanzania Investment Centre. The recipient of this document agrees to inform its present and future employees and partners who view or have access to the document's content of its confidential nature.

The recipient agrees to instruct each employee that they must not disclose any information concerning this document to others except to the extent that such matter are generally known to, and are available for use by, the public. The recipient also agrees not to duplicate or distribute or permit others to duplicate or distribute any material contained herein without ODA TOURS (T) Limited written consent.

ODA TOURS (T) Limited retains all title, ownership and intellectual property rights to the material and trademarks contained herein, including all supporting documentation, files, marketing material, and multimedia.

***BY ACCEPTANCE OF THIS DOCUMENT, THE RECIPIENT AGREES TO BE BOUND BY THE
AFOREMENTIONED STATEMENT***

TABLE OF CONTENT

1.0 STATEMENT OF PURPOSE

2.0 BUSINESS DESCRIPTION

3.0 PAST FINANCIAL STATEMENTS 2025, 2025& 2029

4.0 MARKET AND MARKETING ASPECTS

5.0 MANAGEMENT AND MANAGEMENTIN FORMATION SYSTEMS

6.0 FINANCIAL PLAN

7.0 PROJECTIONS *Projected Financial Statement and Cash Flows*

8.0 SAFETY ISSUES AND ENVIRONMENTAL CONSIDERATIONS

9.0 COLLATERALS

10.0 SECURITY AND RISK MITIGATION

11.0 CONCLUSION AND RECOMMENDATIONS

Executive Summary

The tourism industry has undergone rapid growth of unmatched nature over the past. This has been triggered by advent of a 'borderless' world and increased information distribution about the majestic sceneries throughout the world, with the southern African region leading in exceptions.

ODA TOURS Limited has been in the industry for over 5 years while the company's Managing Director, Miss Florah Mndima started out as a professional servicer more than a decade before he decided to put up his own safari company in 2009. With his extensive experience, Florah has acquired an extensive knowledge of African wildlife and value of customer service. Since then, the company has catered to over a thousand clients from Europe, Asia, North America, and Oceania. With its years of experience, Oda tours Safaris has established its brand for being a reputable player in organizing African Safaris from budget to luxury, as well as tailor-made itineraries among others.

The Company also got a land for in Serengeti national park for building Luxury Lodge that provides accommodation to tourists in under ODA TOURS . The company will operate a unique collection of Permanent Tented Camps and Mobile Camping Lodges in Tanzania that includes inside National Parks and outside in village land under the name Serengeti Oda Camps

ODA TOURS intends to market and sell travel solutions and a total-quality environment. This will ensure we establish a reputable corporate image globally and bring benefits to Tanzania tourism in general.



Business Description

ODA TOURS Limited is a full-fledged Safari company with over 5 years of experience in the tourism industry. The company's Managing Director, Florah Mndima started out as a professional servicer until she decided to put up his own safari company.

Company Mission

Oda Tours Safaris Limited aims to introduce the best of East and South Africa through its various tours delivered with excellent customer service. The Company also aims at providing its clients with a highly memorable safari experience in exclusive camps and lodges, which offer an atmosphere of privacy and intimate isolation.

Mission Statement

The company's mission is to be the leading hotel chain in Tanzania in providing excellent customer service experience by building a leading hotel brand in Tanzania that will be associated with provision of a memorable stay during the safari.

Company Vision

Oda Tours Limited endeavors to be the top-of-mind provider of Safaris in East and South Africa famed for its excellent customer service, knowledge of the industry, and technical know-how in delivering quality safari tours that exceeds the expectations of its diverse range of clients.

Services

The Company Services include:

Departures

All of the Company African safaris can depart daily with a minimum of 2 guest accompanied by our professional driver/ tour guide. Whereas, maximum capacity for each safari van is 7 participants.

Transportation

The Company has its own fleet of vehicles; a mix of 4 and 7 seated custom safari vehicles with pop-up roof, most ideal for game viewing and sightseeing.

Accommodation

The Company does provide accommodation under the Serengeti-ODA and also has partnerships with an extensive network of hotel and lodging operators from budget to luxury accommodation in various National Parks, The Ngorongoro Conservation Area and other lodges outside protected areas.

The Market

Currently the company concentrates on the Europe, Asia, North America, and Oceania markets. For the past 5 years the company has managed to serve 20,000 visitors. Most of customers are received through tourists' package from various overseas agents based in Europe, China and USA. The company has long term agreements with these overseas tour operators' agents which assures the company of big market share of US, China and

USA markets. The prices are agreed a year in advance with no room for change except for government taxes and levies.

Operations

The operations are organized into one registered company which are ODA TOURS (T) Ltd; Employees in lodges and permanent tented camps are hired on permanent and pensionable terms; currently the company has over 15 permanent employees employed in its various facilities and businesses. Employees in mobile camps are hired on temporary basis during tourists' season from among experienced crews who have worked in the camp before about 30 staff are hired under this arrangement.

The company maintain inventory of food, beverages, cleaning and lodge supplies at its centralized warehouse in Arusha City. Deliveries are made to individual lodge or camp against requisition received from lodge / camp manager. The company used approved vendors list. Deliveries are made by suppliers to centralized warehouse where are checked for quantity and quality. Payments to approved suppliers are made once per month.

Management Team

Company management is led by Managing Director Mrs Florah Mndima who started out as a professional servicer until she decided to put up his own safari company. With his extensive experience, Florah has acquired an extensive knowledge of African wildlife and value of customer service.

Operations department is responsible for clients' service rendering including reservation, management of accommodation and transport for clients. Procurements of daily use and other requirements also fall under this department.

Human resources is responsible for managing process of staff recruitment, appraisal, guidance on salary structure, staff welfares, forecasting manpower need for each unit, staff transfer and disciplinary measures.

Finance department is responsible managing cash flows, maintenance of books of account, preparing management and annual reports, bank operations, suppliers' ledgers control, customers' ledger control, fixed assets register, warehouse management etc.

The company has also internal audit unit which reports to managing director. The roles of this unit include ensuring company policies and procedures are being followed, advise directors on financial reports and audit matters, carry out internal audit to all properties, review all monthly and quarterly management reports before are presented to directors, maintain register of laws and regulations affecting the company and ensure compliance

Product/Service Description

ODA Tours Safaris provide customized tours in top African destinations. Some of its major products are as follows:

- Accommodation Property

Facts sheet; <https://odatoursafari.com/>

- Customized African tours
- Wildlife safari tours
- Climbing and Trekking Tours
- Beach Packages

Other Services provided by the Company include:

- Pick-up and drop off
- Events Management
- Flight Assistance

Top tourism Destinations of the Company in Africa include: Kenya, Tanzania, Uganda, Rwanda, Zimbabwe, Zambia, South Africa, Botswana and Namibia



STATEMENT OF PURPOSE

This document is drawn for the purpose of seeking cost benefits in investing in Tanzania by utilizing the available reliefs provided by Tanzania Investments Centre to its registered companies' who intends to invest within the country. The company intends to inject **United States Dollars four Millions (US\$ 4,000,000)** from own sources and equity financing of of **1,500,000 USD also United States Dollars four millions and five hundred thousands (US\$ 4,500,000.00)** term loan to be secured from financial institutions. Total amount to be invested is **US\$ 10,000,000.00**

Source of funds:

Source	Amount US \$	Percentage
Owners' contribution	4,000,000	40.16%
Term loans	4,500,000	42.84%
New equity financing	1,500,000	17.20%
Total	10,000,000	100%

History and Current Status

Since its incorporation in the company has been recording growth trend in terms of revenue as a result of increased number of tourist using the company transport services as well as increased occupancy rate of the existing properties as well as expanding to new tourist sites. Table 1 below shows revenue growth trend for the past four years. Figure 1 present the above revenue figures graphically.

Goshieni Safaris (T) Limited revenue 2013 - 2019 (Amount in TZs'000) Pre Covid-19 Pandemic

Year	2019	2018	2017	2016	2015	2014
Growth Rate	42%	41%	42%	53%	35%	100%
Revenue	10,239,112	5,894,235	3,488,383	2,022,214	943,796	614,948

The substantial growth in revenue in 2016 to 2019 resulted from continuously investment in the, company.

Cash flows in investing activities for the pre and post pandemic years totaled over TZS 5.3 billion from the year 2013 to 2019

Goals and Objectives

ODA Tours Company's plans for the future of the business is to continue engineering service differentiation by constructing or upgrading existing properties to International Standards as well as investing on staff training and study tours. The company also plans to increase market share by construction of new properties in the Serengeti, Tarangire, Ruaha and Mikumi National Parks with each having been 30 to 50 rooms.

Critical Success Factors

The critical success factors of the company include high classic properties, committed management and staff and assured clients. The company will continue to maintain business trust received from overseas agents in United States of America, Europe and China by providing high quality services commensurate with reasonable and affordable prices. The company will as usual continue to honor its financial obligations to providers of short and long term finance which include suppliers, banks and oversee agents.

It is expected that planned expansion in the Tarangire, Serengeti, Ruaha and Mikumi National Parks will be partly financed by bank loan and internal funds. The company has no difficult in raising new source of funds due to its continued operating profit records and honoring of financial obligations as agreed.

New properties / Services development

The company expects to add in new properties within next five years. First property will be at Tarangire National Park to be known as Acacia Tarangire Luxury Camp the second will be in the Serengeti National Park to be known as Acacia Serengeti luxury Camp and then followed by one in Ruaha and Mikumi National Park respectively. All facilities will involve construction of 50 rooms.

Company Ownership

The ownership of the company is equally split to Hon.Damas Ndumbaro & Miss. Florah Mndima (all Tanzanians).

List of shareholders is as follows:

SN	NAME	NATIONALITY	OWNERSHIP
1	Hon. Damas Ndumbaro	TANZANIAN	50%
2	Miss. Florah Mndima	TANZANIAN	50%
			100%

3.4 Market Analysis

BoT Survey May 2019 shows that five major tourists market in Tanzania are Netherlands, Australia, Spain, France, United States, China and Germany. Out of the five major tourists market in Tanzania, Gosheni Safaris (T) Limited has big share in United States of America and China markets through company's agents in those markets. Following company's service differentiation as compared to competitors, the company has opportunity to increase her market shares for Italy, United Kingdom and Germany.

Due to high rate of growth in industry, the rate of new entrants is also big. The company is addressing this challenge of completion from new entrants by embarking on service differentiation. Company properties are constructed at International standards, old properties are renovated to international standards, key management and staffs are often sent on study tour and international exhibitions so as to learn and get exposed to international standards thus maintaining the lead in the industry.

Market Needs

Currently there is a big demand for hotel services in the Northern circuit mostly in the Tarangire National Park and Serengeti National Park as well as the Southern Circuit mostly in Mikumi and Ruaha National Parks. Currently there are various accommodation facilities in these Parks but more are required and mostly those which will meet the Company's Clients standards. The company is in the process of building tented lodges properties in these Parks comprising between 30 to 50 rooms with en suite facilities, restaurants, meeting and business facilities, including meeting rooms, sports facilities such as swimming pool to be leased from the Tanzania National Park Authorities.

Market Growth

Currently the company has long term agreements with two overseas agents based in United States of America and China thus assured share of US China and European markets. The prices are agreed a year in advance with no room for change except for government taxes and levies. During high seasons, tourists received are more than what the available lodge facilities can accommodate especially on in Serengeti and Tarangire hence sometimes forced to cancel some of the bookings. The proposed new facilities will cater for the increase in number of tourists received by the Company and the Nation at large.

The management is also working very hard to recruit tour operators' agents in United Kingdom, Italy and upcoming Asia Market to assure growth or penetration to those markets. Market growth strategies include service differentiation, participation in tourists' exhibitions such as Karibu Trade fair, World Travel Market, INDABA Durban South Africa, New York Times Travel Show, ITB China, FITUR Madrid, Spain and Dutch Tourism Expo, Utrecht, The Netherlands.

Competitive Landscape

The major competitors to the company are operators of privatized government hotels and lodges in the parks and few new constructed 5 star hotels. The company's clients are received through tourist packages following are long term agreements with overseas agents in USA and China . The competition in the industry is fierce, however, since the company does not rely on walk in clients other operators of hotels and lodges are not threat to the Company's business.

2.6 Pricing Strategy

Prices are set based on market cost of supplies associated with the service package, salaries, cost of investment and desired profit. The company has three pricing strategies which are price lining or standardized price, quantity discount / rack rate pricing strategies and seasonal discounts. Below is an indication of the company pricing:

Budget

Ideal for solo travelers, and backpackers. For these packages, we chose the recommended sights and activities to include in your itinerary to ensure that you still get a good safari experience and ultimately get your money's worth.- Range from USD 500-1500.

Mid-Range

More sightseeing activities are included. These packages are ideal for those who want to make the most of their safari experience and immerse in the real African culture and environment but still be within reasonable costs.-Range from USD 1500-2500.

Luxury

Well-crafted to satisfy the "ultimate dream safari experience". These packages are ideal for couples on a honeymoon, retirees enjoying their leisure time, and families who want to experience the best of Africa at the best level of comfort and amenities. From USD 2500 and above.

Price lining / list price

This is a price determined by average costing or pricing the line as a whole by aggregating all supplies, labor, direct taxes and duties, overheads and desired profit. This is the highest price to which negotiation can take place.

Quantity discount / rack rate

This is the discounted price offered to tour operators who sell their tourists package to the company. This price is normally agreed a year in advance and is fixed with exception of changes in government taxes and levies.

Seasonal discounts

This is the lowest (breakeven) prices offered during low season. Normally the low season is April/May and November. Seasonal discounted price is available to both list price and rack rate.

4.6 Promotion and Advertising Strategy

The company promotes its services using various communication media including attending local and international tourists exhibitions, use of websites.

Promotional Budget

The company's promotion and advertising strategy is to set a budget of between 0.5-3.0% of total sales to meet participation in local and international tourists exhibitions especially to those countries which are major tourist market for Tanzania (Italy, United Kingdom, United States of American, Germany and Spain), internet and website hosting, paid up advertisement in community forums and advertisement to wide circulated international magazines.

4.7 Sales Strategy

The Company aims to reinforce its agreements with the local and international operators. During the next five years, the company shall endeavor to enter into agreement with reputable tour operators in Germany, United Kingdom and Italy. The company shall also invest in other channels of sales as on line booking and payment.

5. 0 Operations

7.1 Scope of Operations

Most of the company clients are received as a tourist package from our overseas agents. Ground transport from airport / entrance point to various tourists' sites and back to airport/exit point is done by the Company experienced staff. Company's services include meals, drinks, accommodation and related services. The operations manager coordinates bulky procurement of all supplies from approved vendors on 30 days credit terms.

7.2 Personnel and Staffing

Employees in the Company are hired on permanent and pensionable terms; currently the company has over 25 permanent employees. Employees in mobile camps are hired on temporary basis during tourists' season from among experienced crews who have worked in the camp before. Earmarked investment of the Company in the various National Parks extension of existing properties will raise the number of permanent employees from the current 25 employees (2025) to 40 employees in 2029. Also during the development phase, the two projects will employ not less than 120 civil technicians and casual labours.

7.3 Operations Expenses

Company expenses with percentage to total revenue can be grouped into direct costs 45%, operating and administrative costs 35%, Marketing expenses 2.5% and finance costs 1% leaving profit before tax of 16.5% on net revenue. Major components for direct costs are Park entry, Accommodation, Car hiring, Motor vehicle running expenses and other Tourists service payments. Also, there are food and beverage supplies, utilities,

cleaning and laundry supplies and linen materials, cutlery and kitchen utensils. Major components of operating and administrative costs are staff salaries & wages, motor vehicle running expenses, repairs and renewals and insurances.

Marketing comprises of travelling expenses to attend local and international tourists' exhibitions, internet and website hosting costs.

Finance costs are mainly interest on bank overdraft resulted from cash deficit caused by significant cash outflows in investing activities financed by internal sources of fund.

Cost Controls

Procurement of Vehicle equipment's, food, beverages, and cleaning and lodge supplies is centralized and are purchased in bulky from approved vendors on 30 days credit terms. Delivery is made by use of approved issue notes based on expected occupancy. Electricity is paid based on readings on TANESCO meters where applicable while fuel for running vehicles and generators are also acquired in bulky and issued in small quantities based on usage (log book for vehicles).

New employment and changes in salaries are approved by directors. Payroll is processed using payroll software, salaries are paid through employees bank accounts and clearances of cheques at bank are controlled by submitting cheque lists to the bank. Repairs are approved by directors and motor vehicles are serviced in company's garage. For each tourists exhibition, a marketing team /delegation is made up of directors and employees who know the company very well and can bring big impact.

Administrative and Financial Controls

Books of account are maintained using QuickBooks accounting software whereas on a monthly basis financial statements are prepared for management consumption. Pay Easy window based payroll software is used to process payroll. Reservation Request is used for reservation and billing of clients. The Res-Request system classify amount billed / received per each property.

7.4 Legal Environment

Laws and regulations affecting the company operating environment include Companies Act 2002, Tanzania Tourism Act 2008, Employment and Labour Relation Act 2004, Income Tax Act 2004, Vocational and Training Act, etc. the business in which the company operates is regulated by the Tanzania Tourism Act 2008 which forms the licensing body.



8.0 Financials

8.1 Costs for expanding current business

In the next five years, the company plan to construct 4 new lodge facility in various National Parks Namely Tarangire, Serengeti, Ruaha and Mikumi Table 9 below summarizes costs required for this investment.

Table 9 - Investment in Tarangire NP, Serengeti NP, Ruaha NP and Mikumi NP

Item	Y1 - 2025	Y2 - 2026	Y3 - 2027	Y4 - 2028	Y5 - 2029	Total
Construction	4,850,000	3,700,000	2,550,000	1,700,000	850,000	13,650,000
Equipment	100,000	200,000	-	1,420,000	2,830,000	4,550,000
Professional Fees	1,200	-	-	-	-	1,200
Lease rent	300	300	300	300	300	1,500
Salaries /	6,300	6,300	4,200	4,200	4,200	25,200
Total	4,957,800	3,906,600	2,554,500	3,124,500	3,684,500	18,227,900

The above investments will be financed by 10 years repayment bank loan US\$ 10,000,000 which is equivalent to 71% and the remaining will be financed by internal sources of funds. Internal sources of funds shall include deposits from company major overseas agents and uses of free cash flows from other sources of the Company.

8.3 Operating Forecast 2025 to 2030

Performa financial statements 2025 to 2029 are presented under appendices 4 to 6.

Major assumptions include:

- I. The company revenue will grow at a rate of 30% throughout the period on the existing coming property.
- II. A separate entity will be formed to operate the proposed accommodation facilities; once finalized by the board of Directors to be formed for new earmarked property and will be accounted under equity as a subsidiary of ODA Tours Safari (T) Limited. All constructions costs including interest on loan during development phase will be capitalized under Investment in ODA Tours Company Limited.

III. Planned 2018 to 2022 expansion plan to be financed by bank loan 70% and internal sources of funds 30%

PROFOMA INCOME STATEMENT DESCRIPTIONS	Figures '00000'				Appendix I
	2029	2028	2027	2026	2025
Revenues	284,145	218,573	145,715	97,144	84,473
Direct cost	217,371	167,208	111,472	74,315	64,622
Gross Profit	66,774	51,365	34,243	22,829	19,851
Other Income					
TOTAL INCOME	66,774	51,365	34,243	22,829	19,851
Expenses:					
Administrative	1,502	1,430	1,362	1,297	1,235
Marketing	49	47	44	42	40
Salaries and Wages	1,021	973	926	882	840
Depreciation	24,479	27,199	15,629	1,649	1,833
Total Expenses	27,051	29,648	17,962	3,871	3,949
Profit before Interest and tax	39,723	21,716	16,281	18,958	15,902
Interest expenses					
Profit before tax	39,723	21,716	16,281	18,958	15,902
Income Tax	11,917	6,515	4,884	5,687	4,771
Profit after tax	27,806	15,201	11,397	13,270	11,132

PROFOMA STATEMENT OF FINANCIAL POSITION	Figures '00000'			Appendix II	
	2029	2028	2027	2026	2025
DESCRIPTORS					
LONG TERM ASSETS (NET)	220,312	244,791	271,990	154,644	16,494
INVESTMENT IN SERENGETI ODA	15,993	15,993	15,993	15,993	15,993
TOTAL LONG TERM ASSETS	236,305	260,784	287,983	170,637	32,487
CURRENT ASSETS					
Stocks	46,309	51,354	56,960	63,189	28,764
Debtors	8,044	6,703	5,586	4,655	3,879
Cash in Hand and Bank	814	740	673	612	556
Total current assets	55,167	58,797	63,219	68,456	33,199
TOTAL ASSETS EMPLOYED	291,471	319,581	351,201	239,093	65,686
EQUITY AND LIABILITIES					
Current Liabilities					
Sundry creditors	408	389	370	353	336
Short term loans	13,150	18,785	26,836	38,338	21,806
Total Current Liabilities	13,558	19,174	27,207	38,690	22,142
EQUITY					
Owner's capital	1,000	1,000	1,000	1,000	1,000
Retained Earnings	104,090	76,284	61,083	49,686	36,416
Total Owner's Equity	105,090	77,284	62,083	50,686	37,416
LONG TERM LOANS	172,823	223,122	261,912	149,716	6,128
TOTAL EQUITY AND LIABILITIES	291,472	319,581	351,202	239,093	65,686

PROFOMA CASH FLOWS STATEMENT	Figures '00000'			Appendix III	
DESCRIPTION	2029	2028	2027	2026	2025
Cash flow from operating activities:		TZS	TZS	TZS	TZS
Net operating profit before tax	39,723	21,716	16,281	18,958	15,902
Adjustment for noncash items					
Depreciation	24,479	27,199	15,629	1,649	1,833
Operating profit/(Loss) before tax	64,202	48,915	31,910	20,607	17,735
(Increase)/decrease in stocks	5,045	5,606	6,229	(34,425)	(28,764)
(Increase)/decrease in debtors and prepayments	(1,341)	(1,117)	(931)	(776)	(353)
increase/(decrease) in current liabilities	(5,616)	(8,032)	(11,484)	16,549	10,117
Cash generated from/(used in) from operations	62,291	45,372	25,725	1,955	(1,264)
Income tax paid	11,917	6,515	4,884	5,687	4,771

Net cash inflow/(outflow)from operating activities	50,374	38,857	20,840	(3,732)	(6,035)
Cash flow from investing activities:					
Disposal of noncurrent assets		-			
Purchase of noncurrent assets			(132,976)	(139,800)	
Net cash inflow/(outflow)from investing activities	-	-	(132,976)	(139,800)	-
Cash flow from financing activities:					
Share Capital	-	-	-	-	-
Proceeds from bank loan	(50,299)	(38,790)	112,196	143,588	6,128
Capital repayments of a loan		-	-	-	-
Net cash inflow/(outflow)from financing activities	(50,299)	(38,790)	112,196	143,588	6,128
Net increase/(decrease) in cash and Equivalents	75	67	60	56	93
Cash and Equivalents at the beginning of the year	739	672	612	556	463
Cash and Equivalents balance at end of the year	814	739	672	612	556