



Godwin Temba
Director
Amani Afrika Ltd.
P.O. Box 15779
Arusha, Tanzania
+255 754 037 897
temba@amaniafrika.com
TIN: 106-007-721
MNRT Reg. No.: 00871

AMANI AFRIKA LTD.

Business Plan

Revised: September, 2025

Contents

- Business Plan Summary..... 3**
 - The Business 3
 - The Market 3
 - The Future 3
 - The Finances 4

- The Business 4**
 - Business details 4
 - Registration details 5
 - Business premises 5
 - Organisation chart 5
 - Management & ownership 6
 - Key personnel 7
 - Products/services..... 10
 - Insurance 12
 - Risk management 13
 - Legal considerations..... 14
 - Operations 14
 - Sustainability plan 21

- The Market 24**
 - Market research 24
 - Target market profiles 24
 - Environmental analysis..... 25
 - Industry analysis 26
 - Key customer profiles..... 30
 - S.W.O.T. analysis 32
 - Key competitor profiles..... 33
 - Advertising & sales 35

- The Future 37**
 - Vision statement..... 37
 - Mission statement..... 37
 - Goals/objectives 37
 - Action plan..... 37

- The Finances..... 38**
 - Key objectives & financial review 38
 - Break-even analysis 41

Business Plan Summary

The Business

Business name: Amani Afrika Limited **TIN:** 106-007-721

Business structure: Company Limited by Shares

Certificate of Incorporation No: 61872

MNRT Certificate Registration No.: 00871

Business location: Mateves Ward, Kisongo, Arusha Region, Tanzania

Date Established: September 4th, 2007

Shareholder(s): Mr. Godwin Temba, Ms. Vivian Lo, Ms. Yasinta George

Relevant owner experience: Mr. Temba has been in the tourism industry for over 20 years, having worked as a mountain guide, safari guide and senior office and operations manager for various well-established tour operators, prior to starting his own business. He has travelled extensively to Australia, Canada and Hong Kong to meet with travel agents and consumers to promote Amani Afrika Ltd.

Ms. Vivian Lo has over 10 years of experience specializing in the East African market for safari tours. She is an expert in designing itineraries for high-budget clients. Since she joined Amani Afrika Ltd., the company's turnover more than doubled over the past 3 years. In addition to sales and marketing, she also oversees the company's finances and long-term growth.

Products/services: Amani Afrika Ltd. is a boutique tour operator that provides privately guided safari tours and Kilimanjaro treks to inbound tourists. Gorilla tours and Zanzibar holidays are also part of its sales portfolio, with safari accommodation offerings planned to commence in July 2018.

The Market

Target market:

Key customers are international tourists from the US, Canada, Australia, the UK and other European countries. Key products are adventure holidays for the 25 to 55 age group, and more upscale safari tours for the 55+ age group.

Marketing strategy:

Amani Afrika Ltd. has a highly responsive website, attracting fresh sales leads on a daily basis. It also enjoys an excellent standing on TripAdvisor and shows up on top of Google searches. Future marketing work will focus on online ads and social media campaigns.

The Future

Vision statement:

To achieve sustainable growth in the African safaris business by keeping up with increasing tourism demands, offering high-end products and services to consumers.

Goals/objectives:

To increase market share in the tourism sector and build a recognised brand in the safari and Kilimanjaro business

To outperform competitors in the same category of business (high-end full service boutique tour operator)

The Finances

Amani Afrika has turnovers of Tsh 1,423,021,706 in 2024 and Tsh 1,319,042,246 to-date (Jan to Aug) in 2025, showing consistency in sales. According to the current projections, the company shall reap in Tsh 2,000,000,000 of revenue by 2027, and Tsh 3,000,000,000 of revenue by 2029, as it ambitiously aims for a 100% growth rate within a 5-year time frame.

Over the same period, the company has imported Tsh 61,886,319 worth of goods from South Africa & China in 2024, followed by Tsh 362,025,803 in 2025 to-date (Jan to Aug), as part of its investment spendings towards the safari camp project which commenced in 2018-2019, and continues until this day.

In order to finance this venture, Amani Afrika Limited re-financed an investment loan of USD 342,619.84 from CRDB Bank PLC in March 2022, whose balance has been brought down to USD 197,332.97 by August 2025 through consistent, monthly repayments. According to the repayment schedule, this consolidated loan will have been fully repaid by March 2029. Over the next several years, as the company pursues further growth, it expects to seek another loan for the expansion phase of the project and plans to continue importing premium-quality tents, building materials and hotel supplies such as mattresses, linens, kitchen equipment, sanitary wares, lights & fixtures, guest amenities, Motor vehicles as well as storage facilities from abroad.

According to the current forecast, Amani Afrika Limited is projected to break even over the 2025-2026 financial years and move into a profitable territory, as a result of strategic planning and years of unwavering commitment to success following pandemic recovery. With strong sales projections and a demonstrated record of being able to meet its financial obligations, Amani Afrika Limited is well-positioned to achieve its ambitious revenue goals.

The Business

Business details

Current products/services: Inbound tour operator catering to foreign travelers for guided Mount Kilimanjaro climbs, Kenya and Tanzania safaris, Uganda and Rwanda gorilla trekking tours and Zanzibar holidays.

Planned products/services: Permanent Tented Camps accommodation provider to travellers in the Serengeti.

Prospective products/services: 4x4 Safari vehicle hire service provider for Northern Tanzania safari circuit.

Registration details

Business name: Amani Afrika Limited

Trading name(s): Amani Afrika Ltd, Amani Afrika Trekking and Safaris

Date of Incorporation: September 4th, 2007

Location(s) registered: Dar es Salaam, Tanzania

Business structure: Company Limited by Shares

TIN: 106-007-721

Certificate of Incorporation : 61872

MNRT Tourism Division Certificate Registration No.: 00871

Domain name(s):www.amaniafrika.com

Licence(s): Tourism Operator Class "A" License No. 020999

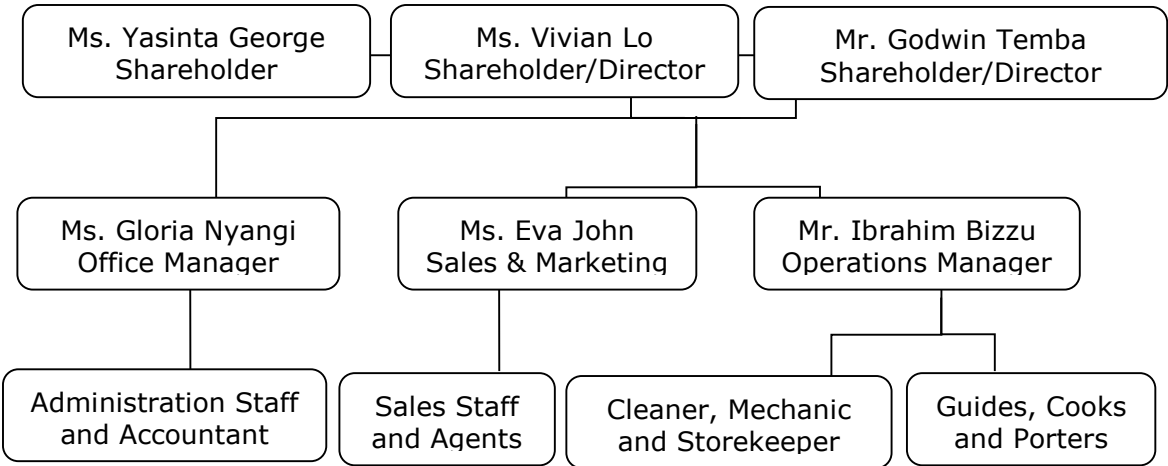
Business premises

Business location: The office is located in Mateves Ward, Kisongo, Arumeru District, on a plot of land with a Leasehold (Title Deed) possessed by Company Director Godwin Temba. The land measuring 27,982 square metres has uninterrupted views of Mt Meru. It is located 72km west of Kilimanjaro Airport, which is the gateway to Mount Kilimanjaro and the Northern Tanzania Circuit for Safari. It is only 10km west of Arusha Airport, the area with a new shopping centre and future location of the East African Cultural Centre with Aga Khan University and Hospital planned to be built.

Leasehold: The land on which the Amani Afrika Ltd. office resides is known as Plot No. 242 located at Ngorbob Area in Arumeru District. It has been approved for Commercial and Residential Purposes by the Land Commissioner.

Organisation chart

Figure 1: Organisation Chart.



Management & ownership

Summary of management & ownership:

Mr. Godwin Temba has 61.9% shares of the company, while Ms. Vivian Lo has 37% and Ms. Yasinta George has 1.1%. The company is under the direction of Mr. Godwin Temba, who also acts as the Chief Executive Officer. He is responsible for recruiting staff, overseeing sales growth, managing personnel, giving guidance on budgets, greeting clients directly and making business decisions. Ms. Yasinta George is responsible for supervising the Office Manager who manages the day-to-day administration of the office, ensuring that all the bookings are in order, and communicating with Mr. Elisha Haji to purchase supplies for office and operations. Ms. Vivian Lo is mainly in charge of sales and marketing activities. She works closely with her Sales and Marketing manager and staff, and is responsible for tasks such as liaising with overseas agents, updating the website, advertising and maintaining relationship with accommodation suppliers. She also overlooks the finance department to make sure everything is in order. Mr. Elisha Haji is responsible for ensuring that all the camping equipment are in order, maintaining inventory in the storeroom, and to source the necessary supplies to run Kilimanjaro treks and camping safari trips. Ms. Vivian Lo and Mr. Godwin Temba are also responsible for rostering safari and mountain guides, cooks and porters to ensure all the trips are run smoothly, and supervise the maintenance of all safari cars and equipment.

Experience of owners:

Mr. Godwin Temba is a veteran mountain guide and safari guide, having worked at many established companies prior to starting Amani Afrika Ltd, such as SED Adventures. He received his education in wildlife and tourism in college. During his time as an employee, he has held senior positions at various companies, managing various aspects of operations, from selling safari packages to being in charge of guides and crews. He has been in the tourism industry for over 20 years, and is very well-connected in the industry. He has developed excellent rapport with key players in the industry, such as owners of hotels and camps, tour guides, airline agents and TATO secretaries. Mr. Temba has travelled overseas to Hong Kong to develop relationships with agents serving the Chinese market. He has also successfully run exhibitions in Sydney, Australia and Toronto, Canada to sell Amani Afrika's tour packages to travellers directly.

Ms. Yasinta George obtained her qualifications in travel and tourism at college. Prior to joining Amani Afrika Ltd, she worked as a marketing and administration officer who was responsible for taking care of clients and leading marketing tasks for a reputable tour operator in Arusha. Impressed by her steadfastness and work ethics, Mr. Temba invited Ms. Yasinta George to found Amani Afrika, because Mr. Temba values having women's voice and perspective in his new company. Ms. Yasinta George has been a very valuable part of Amani Afrika, contributing to the company her relentless energy and effort and empowering other women workers in the company, so the company enjoys a low staff turnover rate.

Ms. Vivian Lo drives the Sales and Marketing department of the company. Hailing from a strong analytical background, she uses smart data to generate sales leads. As a Canadian who has lived in the U.S. and Australia, she also uses her strong communication skills to woo clients to travel with Amani Afrika, by instilling trust in potential clients. Because of her hardwork and vision, Amani Afrika has grown its turnover five times in just 3 years. She managed to get Amani Afrika on a Top 10 List for Safari Tour Operators in an article published in The Guardian, a leading UK newspaper. She has also secured a publicity agreement with a US couple who will be promoting Amani Afrika's guided Kilimanjaro trek and safari services, as well as numerous celebrities who have travelled with Amani

Afrika. After Ms. Vivian Lo's redesign of Amani Afrika's website, one now sees Amani Afrika consistently appear on the front page of Google searches for many keywords.

Experience of managers:

Ms. Gloria Nyangi has a university from Sokoine University. In addition to managing the administration of the office, Ms. Gloria is responsible for liaising with all suppliers, to make sure that all the bookings are in order. She is a highly motivated individual, who can work without supervision. She also corresponds with all safari and mountain guides, to make sure that all the trips run smoothly.

Mr. Ibrahim Bizzu has been the core of Amani Afrika since its inception. He started with the company as a caretaker for the property and quickly advanced himself to the position of Operations Manager. His attention to details and problem-solving skills are extraordinary. He is a very trustworthy person. No task is too small or too big for Mr. Ibrahim Bizzu. Under his care and management, all the physical inventory and equipment of the company are in immaculate order at all times. Mr. Ibrahim Bizzu is also responsible for all the purchases for operating Kilimanjaro treks and camping safaris. He will be assisting the General Manager of the new Aurari and Cherero Camps with managing team and controlling all the new equipment and supplies.

Ms. Eva John is a highly driven individual who works very well under pressure. Under her supervision, the company's accounts are always in great order. She always follows through with her work, until everything is completed to perfection. She works very well with Ms. Gloria Nyangi and the administration team.

Key personnel

Current staff

| Job Title | Name | Expected staff turnover | Skills or strengths |
|-------------|---------------------|-------------------------|--|
| Bookkeeper | Ms. Levina Kirenga | 3 years | College education in Tourism and Administration. Great attention to details. Excellent English skills. |
| Salesperson | Ms. Katyrina Zawadi | 2 years | University degree in Sales and Marketing. Traveled to many countries. Superb selling skills. |
| Storekeeper | Mr. Mjuni Filbert | 5 years | Loyal worker. Follows instructions. Hardworking and trustworthy. |
| Mechanic | Mr. Francis George | 3 years | Very experienced mechanic who knows how to repair cars and service equipment well. |
| Guide | Mr. Jackson Malisa | 5 years | Great mountain guide with 7 years experience. Excellent interpersonal skills. Good team leader. |

| Job Title | Name | Expected staff turnover | Skills or strengths |
|------------------|----------------------|--------------------------------|--|
| Guide | Mr. Olarivani Martin | 5 years | Great mountain guide with 8 years experience. Excellent mountain skills. Good with clients. Knows how to handle emergency situations. |
| Guide | Mr. Nassoro Njaritta | 5 years | Personable and friendly guide with a lot of potential. Punctual and respectful. Very hardworking and eager to learn. |
| Guide | Mr. Wilson Chisanza | 3 years | Highly experienced safari guide with 5 years experience. Great spotter of animals. Very attentive guide. Takes great care of cars and clients. |
| Guide | Mr. Allen Mollel | 3 years | Excellent photographer. Great customer service. Always goes the extra mile to make clients happy. |
| Guide | Mr. Abu Omary | 3 years | Excellent knowledge on the history and culture of Tanzania. Great communicator. Very patient guide. |
| Chef | Mr. Joseph Maro | 4 years | Very professional chef with great culinary skills. Flexible to work on mountain and safaris. |

Required staff

| Job Title | Quantity | Expected staff turnover | Skills necessary | Date required |
|--------------------------|-----------------|--------------------------------|---|----------------------|
| Communication Specialist | 1 | 3 years | Computer/internet technology savvy. Social Media and Blogging Experience. Excellent writing skills. Native English speaker preferred. | January 2026 |
| Administrative Clerk | 1 | 2 years | Relevant qualifications in Office Administration. At least 2 years experience. English & Swahili Essential. | January 2026 |

| Job Title | Quantity | Expected staff turnover | Skills necessary | Date required |
|--------------------------|-----------------|--------------------------------|--|----------------------|
| Communication Specialist | 1 | 3 years | Computer/internet technology savvy. Social Media and Blogging Experience. Excellent writing skills. Native English speaker preferred. | January 2026 |
| Bookkeeper | 1 | 3 years | Relevant qualifications in Bookkeeping. Accounting Software. Office Administration. At least 3 years experience. English essential & Swahili beneficial. | March 2026 |
| Salesperson | 2 | 2 years | Relevant qualifications in Safari Sales for East Africa. At least 2 years experience. English essential. Chinese, Russian, French, German beneficial. | March 2026 |
| General Manager | 1 | 3 years | Relevant qualification in Tourism and Hospitality. At least 3 years experience in managing staff in a tented camp setting. Fluency in English and Swahili. Other languages beneficial. | January 2026 |
| Chef | 2 | 2 years | Experience in cooking in remote area for Safari guests. Fluency in English. At least 3 years experience. | May 2026 |
| Servers | 8 | 2 years | Relevant qualifications in Hospitality. Fluency in English. At least 2 years experience. | June 2026 |
| Cleaner | 6 | 2 years | Experience serving guest rooms in Hotel/Tented Camp. At least 1 year experience. | June 2026 |
| Security Guards | 8 | 2 years | Wilderness and First Aid training required. At least 1 year experience working for tented camps. | June 2026 |

Recruitment options

Staff will be recruited via various channels. For the roles of Communication Specialist, Bookkeeper, Administrative Clerk and Salespeople, we will advertise on Arusha Mailing, various online job boards, as well as the local newspaper. For the roles of General Manager, Chef, Servers, Cleaner and Security Guards, we will first acquire them via word of mouth referrals, then advertise in industry publications if the positions are not filled.

Training programs

All staff will be required to undergo training by external providers. We will hire industry experts, i.e. VETA, to educate them and reinforce their knowledge in serving guests, etiquettes, wilderness safety and first aid.

Skill retention strategies

Each recruit is required to sign a contract with Amani Afrika which will outline all their responsibilities and duties in details. After external training, each staff is required to undergo in-house training by their respective managers. All trainings are documented so each person's competency will be measured against the milestones set out at the beginning. Each person's performance will be monitored throughout the year by his managers. In addition, staff will also go through a peer review process to make sure that they are team players who can work together in harmony. Client feedbacks will also be incorporated into their annual performance review and appraisal.

Products/services

Present portfolio

| Product/Service | Description | Price |
|---------------------------------|--|------------------------------------|
| Guided Kilimanjaro trek | Travellers are led to reach the summit of Mt Kilimanjaro via one of Machame, Lemosho or Rongai routes. Guides, cook, porters are provided to support them. All camping equipment and food are supplied. | US\$3,000 to US\$4,000 per person |
| Kenya and Tanzania safaris | Travellers are driven in a safari vehicle by an experience local guide to visit National Parks, Conservation Areas and Reserves to spot animals, learn about African culture and history. All accommodation, transport and park fees are included in tour package. | US\$3,500 to US\$15,000 per person |
| Uganda and Rwanda gorilla treks | Travellers are guided on a trek to look for habituated groups of gorillas in the jungle. The itinerary often combines with a similar trek to see chimpanzees. | US\$1,500 to US\$8,000 per person |
| Zanzibar Holidays | Travellers are picked up at the Airport and driven to a hotel in Stone Town or on the Beach. They can choose various activities such as dhow sailing, snorkelling or guided tours of Stone Town. This is a popular destination for honeymooners. | US\$1,000 to US\$5,000 per person |

Planned additions

| Product/Service | Description | Price |
|---------------------------|--|--|
| Tented Camp Accommodation | Operation of a mobile tented camp in the Serengeti National Park to serve tourists. The camp will be located in Musabi 2 (western corridor) with 12 guest tents and in the Northern Serengeti at Wogaria 1 with 25 guest tents with beds and ensuite toilet. | US\$1200 per night for double occupancy in Seronera; US\$1500 per night for double occupancy in Kogatende. |
| Car Hire | Rental services of 4x4 Safari Land Cruisers for transporting clients to National Parks with pop-up roof for game viewing and photography. | US\$300 per day for 3-seater; US\$425 per day for 7-seater. |

Market position: The Kilimanjaro treks operated by Amani Afrika cater for the high-end travellers who are looking for a superior tour package with top-notch service. The safari tours and Zanzibar packages capture the spectrum of travellers from mid-range to high-end. Most local competitors offer budget or mid-range tour packages only, while overseas competitors offer packages from budget to high-end. The new Safari Camp will be in the high-end category.

Unique selling position: Lodging in the mid-range category is saturated and mature in the Serengeti, and the ultra-luxury category cannot be afforded by most travellers. There is a niche in the superior to high-end category that bridges the gap between those two. By offering value for money, we will be setting ourselves apart from the competitors in the mid-range or the ultra-luxury categories. The tour services offered by Amani Afrika have always been boutique and personal in nature. This mode of operation will be carried through to the operation of the new Safari Camp. This new Safari Camp will have quality furnishings throughout, without being overtly lavish. Traditionally, many safari camps have labelled themselves "luxury" without meeting that description. Emphasis for this new Safari Camp will be placed on customer service and quality of the food, which are the 2 main areas that are often overlooked and where most competitors fail. Most competitors only sell "beds" without considering the upkeep of service. While presentation is important, it is only the beginning to draw guests in. The Camp needs to be immaculate in both presentation and service offerings in order to remain successful in the market.

Anticipated demand: There is high demand for quality accommodation offerings in the Serengeti, which is one of the most popular tourist destinations in Tanzania. In 2006, Tanzania received 644,000 inbound international tourists. This number grew 23% to 795,000 in 2011, of which 200,000 visited the Serengeti. Furthermore, in 2016, Tanzania received 1,284,000 tourists. Since the average tourist spends over 2 days in the Serengeti, the Serengeti National Park visitor days amount to 600,000. However, the supply of safari accommodation has not grown to meet this demand, with the quality camps often overbooked during peak season of travel, especially in the northern part of Serengeti. At present, there are only a total of 1,147 lodge and permanent camp beds and 2,061 semi-permanent camp beds. Keeping in mind that these accommodations are spread throughout Serengeti, and in bordering concession areas. Assuming 206 tourist days out of 365 days in the months from mid-December to mid-March and from mid-June to mid-October, this translates to $600,000 / (3,208 \text{ beds} \times 206 \text{ nights}) = 90\%$ occupancy if all parts of the Serengeti were visited equally throughout the year, which is not the case. The wildebeest migration is seen in different areas of the national park at different times of the year, which means the remote parts of the Serengeti with scarce accommodation availability would be at capacity during peak periods. It is anticipated

that the new Safari Camp will be at 30-40% occupancy in the first year of operation, and this figure is expected to rise to 50-60% in the second year and to 70-80% subsequently.

Pricing strategy: The Competitive Positioning Method will be used for pricing. The competitive positioning method forecasts the room rates of a proposed camp by using the rates currently achieved by competitive lodging facilities. The range of average room rates established by competitive camps is considered to set the general limits for the rates that can be achieved by the proposed camp. The rate for the proposed camp is then determined by the actual average room rate of the competitive property that it most closely resembles in quality, size, facilities, market orientation and location. The advantages of the competitive positioning method are as follows: 1) The dynamics of the surrounding market area are taken into account by the consideration of actual average room rates achieved by competitive properties. 2) The price sensitivities of local demand are reflected in the data used in the process. 3) The method is based on other local properties, so it inherently considers area operating costs.

Value to customer: The selling point of the new Safari Camp is to provide excellent value to the customer for the price they are paying, which is consistent with Amani Afrika's current business model. In addition to having the necessities of their lodging requirements met, guests can expect to feel comfortable at the new Safari Camp. They will not be spoiled with luxurious treatments, however, they can very much expect to receive excellent customer service, be served delicious meals, have a comfortable bed to sleep on, have a very clean environment to get dressed and washed and enjoy the entire duration of their stay.

Growth potential: Since we are starting with a small and intimate 10-tent Safari Camp in the first year of operation, it is anticipated that this Camp will grow, with an additional sister camp expected to open by the end of the third year. The driver for this growth is demand for quality lodging that provides excellent value in the remote northern region of Serengeti National Park, which is not currently met in the market.

Insurance

Workers compensation: Workers Compensation Insurance will be provided by AON Tanzania to cover medical and hospital expenses as a result of bodily injury by accident that occurs on the job.

Public liability insurance: Public Liability Insurance will be provided by AON Tanzania, for events defined as: damages which the Insured shall become legally liable to pay consequent upon accidental death of or bodily injury to or illness of any person, or accidental loss of or physical damage to tangible property occurring within the territorial limits during the period of insurance in the course of or in connection with the business.

Business assets: Motor vehicle insurance is provided by Jubilee Insurance Company Limited. For the Safari Camp, Fire and Allied Perils insurance will be sought with AON Tanzania, as well as Theft and Fidelity Guarantee. A domestic package covering both private buildings and contents will be considered in the event of a fire, burglary or damage.

Business revenue: Business interruption insurance will be sought with AON Tanzania in the event that trading gets disrupted because of a particular incident rendering the director or key personnel unable to generate revenue.

Risk management

| Risk | Likelihood | Impact | Strategy |
|--|-------------------|---------------|--|
| Low volume of tourists during the low seasons, resulting in high overhead costs | Highly likely | Medium | This has already been factored into the costing. The Camp will not open in April, May and November. |
| Employee theft, resulting in loss of cash or capital | Likely | High | Hire employees from referrals with immaculate records. Pay above-average wages. Continual monitoring. |
| Unskilled employees, poor performance or high turnover, affecting the quality of service delivered | Likely | High | Continual training. Employee incentives. Dismiss staff with poor performance after chances given to improve. |
| Guests leaving terrible, unfounded comments on Travel Forums, affecting future sales | Likely | High | Be proactive to resolve any problems before guests depart. Be courteous and professional at all times. |
| Dramatic changes in national park fees or government rules, affecting operation procedures or costs | Likely | Medium | Revise sales model and revisit operating costs to adjust to the newly imposed changes. |
| Terrorism attacks in Kenya, Tanzania or other African countries, resulting in a drastic decrease in tourists and hence revenue | Somewhat Likely | High | Persevere through the period. Effects will be shared with competitors. Prepare for recovery. Promote to local/East African travellers. |
| Shortage of employees, resulting in company not being able to meet sales demands | Somewhat likely | Low | Pay existing employees to work harder and longer until enough employees are hired. |
| Damages to tents and equipment by fire, flood, storm or wildlife, ceasing operations | Somewhat likely | High | Ensure adequate insurance coverage is in place. |
| Unexpected event affecting global air travel, resulting in a notable decrease in tourists and hence revenue | Not very likely | Medium | Effect should be transient and shared with competitors. Prepare for recovery. Promote to local/East African travellers. |
| Drastic changes in fuel and supplies costs, inflating operation costs | Not very likely | Medium | Revisit operating costs or adjust price to meet new changes |

| Risk | Likelihood | Impact | Strategy |
|---|-------------------|---------------|--|
| Injuries (or death) of guests or staff on property due to dangerous wildlife or sickness, causing a disruption to business operations | Not very likely | Medium | Ensure all staff are first aid trained and that guests have adequate air ambulance and travel insurance coverage. |
| Sabotage of property and lives by bandits, causing severe revenue loss and threatening human lives | Unlikely | High | Take a proactive approach to avoid potential conflicts. Ensure that security guards and staff are properly trained to recognise adversity. Maintain good communication with National Park rangers. |

Legal considerations

The Tourism Division of the Ministry of Natural Resources and Tourism is responsible for the Sectoral Policy, Planning, Research, Manpower, Training, Statistics, Licensing and Quality Control of Tourist Agents. The division is divided into three sections: Licensing and Quality Control (LC), Tourism Development (TD) and Research, Training and Statistics (RTS). The Tourism Division's major objective is to ensure the implementation of the National Tourism Policy as well as regulatory functions. The main objective of the National Tourism Policy is to promote the economy and livelihood of the people, by encouraging the development of sustainable and quality tourism that is culturally and socially acceptable, ecologically friendly, environmentally sustainable and economically viable. In observance of the Licensing and Control Section (LC), the Tourism Act of 2008 came into operation and replaced the Tourism Agents Act of 1969 and the Hotel Act of 1963. Also, all companies in Tanzania need to be registered under the Companies Act 2002 with the Business Registrations and Licensing Agency (BRELA).

Operations

Establishment process

- 1) Registration and Legality: Decide on the new business structure: should this new Safari Camp operate under the already registered company Amani Afrika Limited? (What are the legal and financial ramifications?) If yes, amend the Memorandum of Association with lawyer. If no, apply for clearance of the new company name at the Business Registration and Licensing Authority (BRELA). Obtain a notarised declaration of compliance. Apply for company incorporation and certificate of incorporation, followed by taxpayer identification number (TIN) and VAT certificate at the Tanzania Revenue Authority (TRA). Then, take out insurance policies with AON Tanzania and register for the workers' compensation insurance at the National Social Security Fund (NSSF).
- 2) Obtained TANAPA Permit as attached:
- 3) Banking: Set up a separate bank account to manage the camp's revenue and expenses.

- 4) Purchases: Finalise purchases of tents, furnitures, equipment and fixtures, followed by tools, utensils, glassware, crockery and cutlery. Begin stocking inventory for dry goods and supplies. Prepare order list for perishable food items.
- 5) Recruitment: Hire a skilled General Manager, preferably somebody with experience in setting up a mobile safari camp. Set out all the Protocols and Procedures in running the Camp. Hire staff as per the schedule outlined above and commence training.
- 6) Sales and Marketing: Design logo and branding material. Organise product/staff photography. Develop website and social media outlets. Finalise pricing. Promote to potential clients via aggressive advertising and email compaigns. Distribute appropriate information to selling partners and Destination Management Companies (DMCs).
- 7) Setup: Prepare protocols for camp setup. Clearly outline the tasks to be completed by each crew member and develop a proper work schedule. Hire a truck to transport all tents and crew to the camp site. Supervise camp setup. Check camp setup as per protocol. Run tests on all electrical and water systems. Provide training on site for camp staff.

Major suppliers

Tents: House of Canvas Ltd. P.O. Box 2263, Arusha. (TIN 131-710-844)

Water Tanks: Bulk Distributors Ltd. P.O. Box 3091, Arusha. (TIN 101-281-760)

Furnitures: Prime Wood Works. P.O. Box 11590, Arusha. (TIN 100-793-547)

Solar hot water heaters and Solar freezer: Gadgetronix, Arusha. (TIN 122-928-446)

Washing Machines, Fridges, Cooker: Benson & Company, Arusha. (TIN 100-167-727)

Generators: Energy Devices Company Ltd., P.O. Box 14207, Arusha.

Groceries: Scandic Grocery and Falcon Enterprises (T) Ltd. Arusha.

Equipment & fixtures

| Equipment | Unit | Purchase price (TZS) | Running cost (TZS) |
|------------------------------|------|--------------------------------|--------------------|
| Generator | 1 | 24,714,000 | 600,000/month |
| Water Storage tank (50,000L) | 4 | 820,000 x 4 = 3,280,000 | 2,760,000/month |
| Cooking gas (30kg) | 6 | 170,000 x 6 = 1,020,000 | 440,000/month |
| Kitchen set | 2 | 7,840,000 x 2 = 15,680,000 | N/A |
| Glassware set (set of 4) | 12 | 59,000 x 12 = 708,000 | N/A |
| Cutlery set (set of 4) | 12 | 59,000 x 12 = 708,000 | N/A |
| Linens (Bedding, Towels) | 24 | 1,120,000 x 24 = 26,880,000 | N/A |

| Equipment | Unit | Purchase price (TZS) | Running cost (TZS) |
|--------------------|-------------|-------------------------------|---------------------------|
| Freezer | 2 | 7,701,360 x 2 = 15,402,720 | N/A |
| Fridge | 2 | 2,537,000 x 2 = 5,074,000 | N/A |
| Icemaker | 1 | 849,600 x 1 | N/A |
| Solar system | 1 | 26,880,000 x 1 | N/A |
| Satellite internet | 1 | 8,960,000 x 1 | 220,000/month |
| Computer & printer | 1 | 3,360,000 x 1 | N/A |
| Washing machines | 2 | 4,838,000 x 2 = 9,676,000 | N/A |

| Lights and Fixtures (tents) | Quantity | Unit Price (USD) | Total (USD) |
|--|-----------------|-------------------------|--------------------|
| Luxury accommodation tent with side and front entrance, sewn in PVC groundsheet, dressing area, shower and toilet area, complete with ripstop flysheet, shade cloth, steel frame and wooden poles | 10 | \$15,000 | \$150,000 |
| Wood platform for accommodation tent | 10 | \$3,000 | \$30,000 |
| Luxury mess tent (1) & lounge (1) with all three sides opening completely, screen doors on all three sides, screen flaps on all three sides with windows and zipped storm flaps, sewn in high polyamide PVC groundsheet, all zips are Velcro type for easy replacement and 4x2 metres extension at the back to be used as pantry or bar, complete with primed and painted steel frame. | 2 | \$30,000 | \$60,000 |
| Wood platform for mess tent & lounge | 2 | \$6,000 | \$12,000 |
| Guide Tents | 6 | \$2,800 | \$16,800 |
| Kitchen Tent | 1 | \$8,000 | \$8,000 |
| Storage Tent | 3 | \$6,000 | \$18,000 |
| Toilets | 15 | \$750 | \$11,250 |
| Washing basins & faucets | 24 | \$230 | \$5,520 |
| Water pipes/Plumbing material | 24 | \$250 | \$6,000 |
| Lights | 40 | \$30 | \$1,200 |
| Lamps | 24 | \$30 | \$720 |

| Lights and Fixtures (tents) | Quantity | Unit Price (USD) | Total (USD) |
|------------------------------------|-----------------|-------------------------|--------------------|
| Solar water heater | 7 | \$1,370 | \$9,590 |
| Electrical wiring | 16 | \$60 | \$960 |

| Furnitures (Guest tents) | Quantity | Unit Price (TZS) | Total (TZS) |
|---------------------------------|-----------------|-------------------------|--------------------|
| Bed frames | 22 | 1,000,000 | 22,000,000 |
| Mattress | 22 | 500,000 | 11,000,000 |
| Safari chairs | 20 | 250,000 | 5,000,000 |
| Writing table chairs | 20 | 150,000 | 3,000,000 |
| Writing tables | 10 | 300,000 | 3,000,000 |
| Bedside tables | 20 | 90,000 | 1,800,000 |
| Cloth racks/ Luggage racks | 12 | 155,000 | 1,860,000 |
| Towel racks | 10 | 95,000 | 950,000 |
| Wash basin tables | 10 | 350,000 | 3,500,000 |
| Shower stall | 10 | 250,000 | 2,500,000 |
| Curtains | 14 | 1,120,000 | 15,680,000 |
| Shower head and mixer | 16 | 333,000 | 5,328,000 |

| Furnitures (Mess tent) | Quantity | Unit Price (TZS) | Total (TZS) |
|-------------------------------|-----------------|-------------------------|--------------------|
| Dining tables | 6 | 300,000 | 1,800,000 |
| Wash basin table | 1 | 500,000 | 500,000 |
| Dinning table chairs | 20 | 150,000 | 3,000,000 |
| Counter stools | 4 | 75,000 | 300,000 |
| Counter table | 1 | 400,000 | 400,000 |
| Counter cupboard | 1 | 350,000 | 350,000 |
| Table Cloth | 12 | 100,000 | 1,200,000 |
| Buffet table | 1 | 400,000 | 400,000 |

| Furnitures (Lounge tent) | Quantity | Unit Price (TZS) | Total (TZS) |
|---------------------------------|-----------------|-------------------------|--------------------|
| Bar Table | 1 | 1,000,000 | 1,000,000 |
| Bar Stools | 4 | 250,000 | 1,000,000 |
| Sofa Set | 1 | 5,600,000 | 5,600,000 |

| Furnitures (Lounge tent) | Quantity | Unit Price (TZS) | Total (TZS) |
|---------------------------------|-----------------|-------------------------|--------------------|
| Cushions | 12 | 50,000 | 600,000 |
| Coffee Table | 1 | 1,000,000 | 1,000,000 |
| Library | 1 | 1,000,000 | 1,000,000 |
| Safari Chairs | 4 | 350,000 | 1,400,000 |
| Safari Chair Side Tables | 4 | 150,000 | 600,000 |
| Bar Cupboard | 1 | 1,000,000 | 1,000,000 |

| Furnitures (Food preparation unit) | Quantity | Unit Price (TZS) | Total (TZS) |
|---|-----------------|-------------------------|--------------------|
| Utensils cupboard | 2 | 450,000 | 900,000 |
| Serving table | 2 | 300,000 | 600,000 |
| Food preparation table | 2 | 300,000 | 600,000 |
| Dish washing table | 2 | 200,000 | 400,000 |
| Basins | 2 | 400,000 | 800,000 |
| Cloth/Covers | 20 | 20,000 | 400,000 |

| Art Work | Quantity | Unit Price (TZS) | Total (TZS) |
|------------------------|-----------------|-------------------------|--------------------|
| Guest Tent (paintings) | 3 | 672,000 | 2,016,000 |
| Lounge (paintings) | 1 | 2,240,000 | 2,240,000 |
| Lounge (glassware) | 4 | 448,000 | 1,792,000 |

| Extra Equipment | Quantity | Unit Price (TZS) | Total (TZS) |
|------------------------------|-----------------|-------------------------|--------------------|
| Torch | 12 | 80,000 | 960,000 |
| Walkie Talkie (Radio System) | 7 | 350,000 | 2,450,000 |
| Gum Boots | 20 | 50,000 | 1,000,000 |
| Umbrella | 15 | 30,000 | 450,000 |

Inventory

Gas and charcoal: 30 kg gas cylinders, 40kg gas cylinders, 60kg gas cylinders, charcoal.

Household goods: Toilet papers, Kleenex tissue, Jik, Harpic, insect killer, Vim, gloves, guest soap, toilet brush, soft brooms, dusters, kitchen cloths, Super Brite, detergent, shower caps, air freshener, hot water bootles, Cling film, aluminium foil, parchment

paper, birthday candles, toothpicks, aluminium containers, paper lunch boxes, match boxes, serviettes, steel wool, Axion, bamboo skewers, disposable forks, knives & spoons.

Dry goods: Blue Band, chilli powder, dried oregano, lentil, lentil flour, dates, chick peas, black olives, green olives, tomato ketchup, mayonnaise, white vinegar, olive oil, corn oil, sunflower oil, maple syrup, red wine vinegar, apple cider vinegar, cocoa, chocolate drink, Milo, American mustard, white oat, chicken cubes, beef cubes, baby corn, honey, Dijon mustard, HP sauce, peeled tomatoes, tomato paste, strawberry jam, peanut butter, custard powder, beef masala, chicken masala, cinnamon powder, black pepper, tea masala, vanilla essence, white pepper, cumin seeds, gelatine, baking powder, pop corns, instant coffee, tea leaves, Kilimanjaro tea bags, dried parsley, mixed herbs, dried tarragon, basil powder, spaghetti, macaroni, lasagne sheets, caster sugar, white sugar, brown sugar, icing sugar, Tabasco sauce, cashew nuts, muesli, cornflakes, Weetbix, rice crisps, digestive biscuits, ginger biscuits, brown rice, Magugu rice, wheat flour, corn flour, millet flour, UHT milk, coconut milk, sultanas, Worstershire sauce, picnic juice boxes, Azam juices 1L, hibiscus, rosella, light soy sauce, salt, bicarbonate of soda, pear in light syrup, peach slices in light syrup, turmeric powder, sesame seeds, mustard seeds, camomile tea, English Breakfast tea, Earl grey tea, green tea, ginger powder, chocolate bars.

Fruits and vegetables: Red cabbage, white cabbage, potatoes, baby potatoes, carrots, tomatoes, cucumber, lettuce, avocados, cauliflower, broccoli, zucchini, fresh parsley, fresh basil, large garlic, spinach, fresh rosemary, red onion, brown onion, leeks, green pepper, red pepper, sweet potatoes, cassava, taro, aubergine, green beans, mangoes, pineapples, water melon, lemon, lime, apples, oranges, paw paw, sweet bananas, green bananas, coriander, mint, butternut pumpkin, squash, ginger, beetroots, peas.

Flowers: red roses, white roses, bouquets.

Meat and dairy products: Free range farm eggs, beef fillet, minced meat, fish fillet (tilapia, red snapper), lamb leg, lamb chops, beef sausages, beef bacon, pork fillet, pork chops, pork spare ribs, pork sausages, pork bacon, free range chicken, turkey, chicken liver, unsalted butter, salted butter, Gouda cheese, feta cheese, Mozzarella cheese, cream cheese, sweet yogurt, whipping cream, Greek yogurt, cheddar cheese, Brie cheese, Camembert cheese, puff pastry, ice.

Beverages: Kilimanjaro drinking water, soda (cola, fanta, lemon), Kilimanjaro lager, Ndovu, Safari beer, Serengeti beer, red wine, white wine, Konyagi, Amarula, vodka, gin, whiskey, rum.

Medical supplies: First aid kits, bandages, plasters, rubbing alcohol, iodine, paracetamol, Imodium, ibuprofen, rehydration salts, paraffin gauze, sterile swabs, cotton wools, latex gloves & tongs, antiseptic disinfectant, antimicrobial cream, antihistamine, scissors.

[Refer to full inventory list attached to the back of this business plan.]

Technology (Software): During the startup phase, because of the anticipated low volume of sales, bookings and back office will be manually handled by the administrative team using spreadsheets. After the first year, ResRequest will be used as it provides a full suite of tools from online reservations to back office automation. Some of the key features of the software include:

Travel Reservation: online booking engine, confirmed and on-request bookings, consumer and agency profile management, automatic email and SMS notifications, automatic travel voucher generation, discount coupons and online promotions, multi-language and multi-currency, groups booking capability.

Negotiated Contract Management: manage suppliers, manage content, photos, videos, maps, documents for hotels, flights, activities, transfers, travel insurance, inventory setup – supports allotment, on-request, free sell and retail inventory, pricing setup supports per person, per room, occupancy based pricing, per unit pricing, range based pricing, manage net rate and commissionable products, payment & cancellation policies – manage various payment policies, partial payments, cancellation policies, contract conditions – manage complex rules like supplements & reductions, discounts, minimum night stay restrictions, black-out dates, markup management – manage markups across different selling channels, commission management – manage commissions for agencies, manage taxes, surcharges and online booking fees.

Packaging and Reservation System: create dynamic packages by combining various travel products and purchasing in a single transaction, create pre-set itinerary based multi-day and multi-product packages, create flexible date or fixed date departure packages, create multiple options for pre-set itinerary packages such as air-inclusive and land-only, create mandatory, optional, substitutable or inventory fallback items inside a package.

Multiple Distribution Channels: Consumer site (B2C) – allows consumers to directly book on the website, integrated travel shopping cart, payment gateway and consumer profile management, agency site (B2B) – allows travel agents to book through the online B2B channel, system keeps track of commissions and agency account relationships.

Operations, Back Office and Accounting: reservations management – look up previous reservations through various booking channels, modify bookings, cancel bookings, cancellation penalties, booking history, accounting – keep track of all account payables and receivables, automatic invoice and bill generation, payment reconciliation and adjustments, integrate with external accounting systems such as Quickbooks.

Online Booking Reports: accounting, management and operational report, export data into Excel or CSV or PDF.

Documents: generate vouchers, invoices, bills, confirmations, itineraries, passenger manifests, etc.

Trading hours: The booking office will be open Monday to Friday from 8am to 6pm, and Saturday from 9am to 2pm. We expect high volumes of bookings in the months of May, June, July, August, September, October, November and December.

Communication channels: Telephone (2 main mobile contact numbers, plus 2 alternative contact numbers) and email (one main email for general enquiries, one for bookings/reservations, one for general manager) will be the primary communication channels. Bookings can be received via emails or in person at our booking office directly. We will also have a Post Office Box for mail delivery. For online communication, we will have a website, a blog and various social media channels such as Facebook, Twitter, Pinterest.

Payment types accepted: Payment will be accepted by direct deposit or international wire transfer into a Tanzanian bank account in USD. Credit card payment (MasterCard or Visa only) will be accepted with a 5% surcharge via an online payment gateway. No PayPal will be accepted.

Credit policy: No credit will be granted. All bookings must be paid for in full prior to the delivery of service.

Payment terms: For direct bookings by guests, 100% of the payment must be made at the time of booking. For bookings by agents, a 25% deposit must be received within 15 days of confirmation, or the booking may be released. Final payment of the outstanding balance must be paid 60 days prior to guest arrival. For bookings within 60 days prior to arrival, 100% payment must be made within 7 days of the booking or it will be cancelled.

Cancellations & refunds:

Up to 181 days prior to arrival – no cancellation fee
180 to 91 days prior to arrival – deposit will be retained or invoiced
90 to 31 days prior to arrival – 50% of full amount will be retained or invoiced
30 days or less prior to arrival – 100% of full amount will be retained or invoiced

Memberships & affiliations: Amani Afrika Ltd. is a member of the Tanzania Association of Tour Operators (TATO), AMREF Flying Doctors and affiliated with SafariBookings. The new Safari Camp will also be a member of TATO. In addition, membership with the Adventure Travel Trade Association and the African Travel and Tourism Association will be sought.

Sustainability plan

Environmental/resource impacts

Tanzania has some of the greatest biological diversity and ecosystems in Africa. Above all is the Serengeti, which protects the most spectacular mass migration in the world of 1.3 million wildebeest, 400,000 plains zebra and 200,000 Thomson’s gazelles. Not only is the migration regarded as one of the greatest natural spectacles in the world, it also sustains most other aspects of the Serengeti ecosystem including the structure of its grasslands and savannah woodlands, the numbers of most other ungulates, and population movements of predators and other mega-fauna. Even bird and insect diversity are intricately linked to the ecosystem dynamics and structure shaped by the annual movement of the migration herds. The migration between the Mara River in the dry season and the short grass plains in the Ngorongoro Conservation Area in the wet season is driven by ecological processes determining water availability and grazing. Even small changes to these processes can wipe out the migration, with consequent destruction of the entire ecosystem, an irreversible loss of biodiversity, and a massive decline in economic revenue from tourism.

Community impact & engagement

The semi-nomadic Maasai tribe are indigenous to northern Tanzania, with many of them still residing in the Ngorongoro and surrounding areas. Careful planning with the government and residents at stake are necessary to minimize negative impacts that tourism activities might have on the local communities. TATO and its members constantly engage in dialogues with various stakeholders to take into account the interests of all parties to minimise impact on the environment and communities at large.

Risks/constraints

The risks and constraints to the new Safari Camp resulting from environmental impact include the protection of wildlife and plants, and the Serengeti ecosystem at large. Sourcing fresh water for guest use and treatment of waste are also important factors for consideration. Other constraints are the prevention of potential destruction by vehicles and the spread of diseases as a result of increased human activities.

Strategies

The establishment of the new Safari Camp will be done in accordance with the zoning requirements set out by TANAPA to ensure compliance with the Serengeti National Park's General Management Plan (GMP) and the National Policies for National Parks in Tanzania. This includes the size of the camp site, the use of roads and the limit of guest numbers.

The setup and operation of the Safari Camp will be adopt low-impact principles to minimize the impact of tourism on the environment, ecological processes and biodiversity, while strategically planned to reap the highest economic returns. Solar panels will be used to provide power for lighting and charging camera batteries. Solar water heaters will be used to provide hot water for showering.

Protocols will be put in place to limit water use, reduce waste, and reuse or recycle resources where applicable. A comprehensive waste management plan will be in place to control the treatment and disposal of all solid waste and waste water. Burning of plastics will strictly be forbidden. All staff members will be inducted prior to the commencement of work.

The eco-friendly practices of the Camp will be communicated widely in all promotional materials and on the website. The eco-nature of the Camp will be emphasized as one of the main selling points. Upon arrival, guests be be briefed by the Camp Manager on all the environmental considerations adopted by the Camp, and be asked to not interact with wildlife or cause any havoc to the environment during their stay at Camp, and in Serengeti at large.

Environmental Impact Assessments (EIAs) has been undertaken to assess the impact of establishing a new Permanent Tentd Camp on the Serengeti ecosystem and implement mitigation measures. Attached is the NEMC certificate.



THE UNITED REPUBLIC OF TANZANIA

ENVIRONMENTAL IMPACT ASSESSMENT

Certificate

[Section 92(1) of the Environmental Management Act NO.20 of 2004]

Registration No. EC/EIA/2023/4894

This is to certify that

M/S AMANI AFRIKA LTD
of P.O. BOX 15779, ARUSHA

has this day been granted an Environmental Impact Assessment Certificate for the proposed project/activity titled ESTABLISHMENT OF PERMANENT TENTED CAMP

to be implemented/carried out at WOGAKURIA 1 SITE, WITHIN SERENGETI NATIONAL PARK IN MARA REGION

This certificate shall remain in force during the whole lifecycle of this specific project unless henceforth revoked or suspended.

General condition and terms attached to this certificated are set out herein behind and specific conditions are annexed.

Dated this 31st day of October 2024

ECHPHUYQRBROLZOT
Digitally Signed By Dr. Ashatu K. Kijaji (MP)



Minister of State, Vice President's Office - Union and Environment

The Market

Market research

A Tourism Market Research Study for Tanzania undertaken by Acorn Consulting Partnership Ltd. in 2008 for TATO confirmed that some of the key world tourism trends are also affecting and challenging Tanzania. A copy of the Visitor Exit survey can be found in the Appendix. In particular, the survey showed that:

- 1) The influence by travel agents, although still the most significant booking method for travel to Tanzania, has diminished. Direct bookings with tour operators on the internet and by telephone are increasing.
- 2) Kenya is by far the biggest competitor in terms of other destinations considered by travellers who have visited Tanzania.
- 3) Consumers are becoming more experienced travellers, and are therefore becoming more demanding. Price and quality of accommodation are two most important factors for long haul travellers when selecting a destination. They increasingly seek destinations that offer "value for money".
- 4) Linked to this, there is a growth in independent travel, as consumers become more confident about making their own bookings. When travelling to destinations that they are unfamiliar with, package travel is often sought, but many travellers prefer to mix this with a period of independent travel, so mixed package-independent travel is growing.
- 5) The 45-54 age group is significant. While it is not the largest age group of visitors to Tanzania, it is expected to grow over the next decade as the population in most European and North American markets age and have more time and disposable income available to travel.
- 6) Younger consumers (up to 50 years) are more predisposed to booking online than those who are older than this. The older age groups prefer to talk to an agent or operator when booking. The U.S. market also prefers to speak to an agent or operator when booking a trip to Africa due to the unfamiliarity of the destination.
- 7) Consumers are increasingly taking advice from other travellers when selecting a destination and lodging options. Web sites such as TripAdvisor where travellers post their own reviews and experiences of destinations and products are extremely popular. The two most significant sources of information when selecting a long haul holiday are previous experience, i.e. the traveller has been there before, and recommendations from friends and family.
- 8) Whilst all consumers stated comfortable and clean accommodation as a priority, a growing proportion of older consumers (50+ years) look for greater travel comfort, in particular to long haul destinations, selecting premium economy or business/club class seats.

Target market profiles

Based on data available from the Visitor Exit survey, previous surveys undertaken in Tanzania and other national tourism organisation research, profiles of the key target markets were developed. The findings tell us about basic market facts (number of visitors

to Tanzania, visitor and trip characteristics, and national demographics), general market characteristics with regard to consumer profile and trends, accommodation preferences, trip planning, booking patterns, as well as segmentation analysis showing market volume, decision making factors and holiday research methods.

A summary of the key findings is presented here:

United Kingdom

- Second largest source market (after Kenya) for Tanzania
- Largest market segment by age are the 18-35 year olds
- Travel to Tanzania is characterised by Club travel (spend between US\$100 and US\$400 per day)
- Tanzania offers a strong match for consumers looking for a beach + culture holiday. The British are also keen on hiking, nature and wilderness activities.

United States

- Fourth largest source market (after Kenya, UK and Italy) for Tanzania
- Largest market segment by age are the 35-5 year olds
- Travel to Tanzania is characterised by both Club and Economy travel. The 55+ age group makes up over 25% of all visitors and tend to be the higher spenders.
- The US market is largely attracted by the wildlife and birdwatching, but beach and hiking trips also feature strongly.
- Accommodation is an important part of the travel experience, and this market particularly likes hotels that reflect local culture. Service is also very important.
- Americans tend to decide where they want to travel to and how long they will travel for, before considering how much the trip will cost.
- The internet is very important for research and bookings.

China

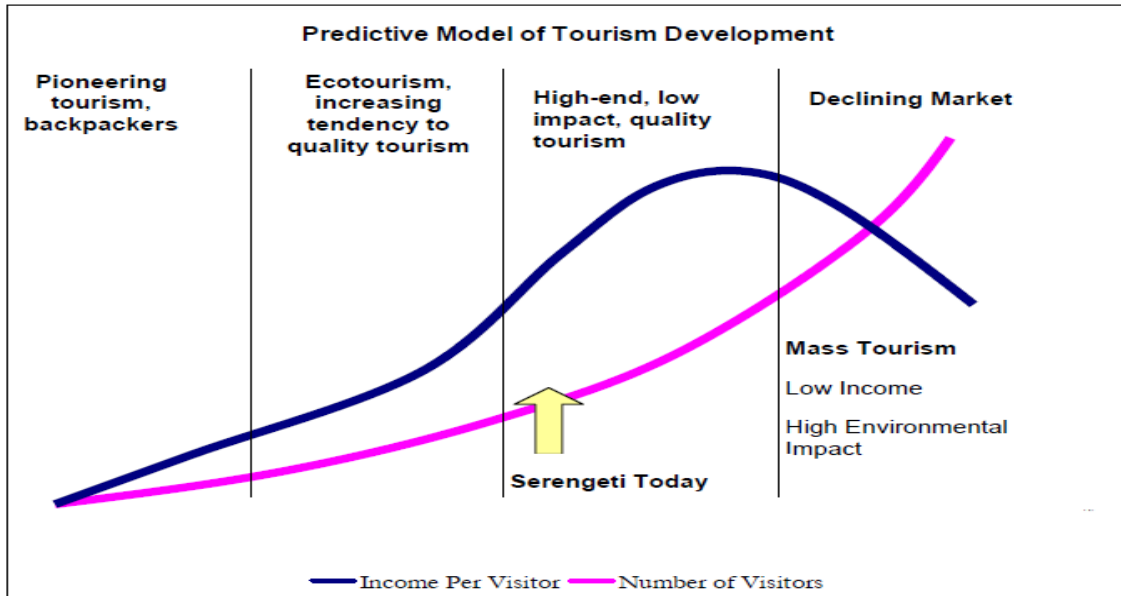
- Outbound travel from China has been growing by 22% per annum, with no signs of slowing down. It is now a larger outbound market than Japan.
- The growth segment over the next 10 years will be the mature householder (the 40-69 year olds). These consumers are showing an increasing interest in luxury travel.

Middle East

- The United Arab Emirates (which includes Dubai), Saudi Arabia and Kuwait are the Middle East's largest outbound markets. They are high spenders and have a high propensity to travel.
- There are also large numbers of European and American expatriates living and working in the Middle East. These also offer a significant market that could be encouraged to travel to Tanzania, due to ease of access.

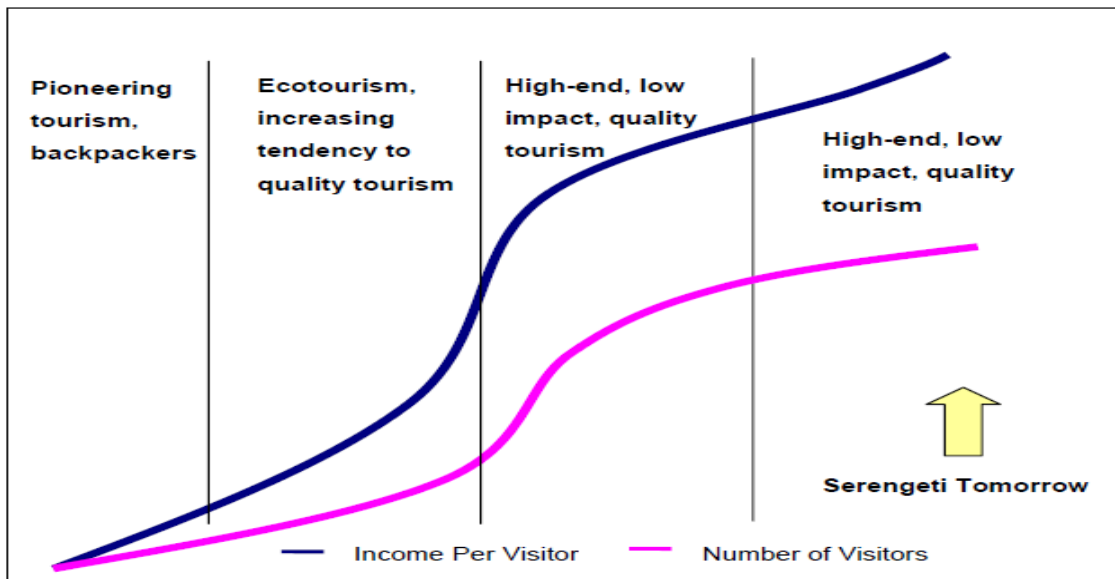
Environmental analysis

The Serengeti National Park remains the foremost iconic, natural asset in the country. For the Serengeti to achieve this best-in-class level, it is critical to maintain the uniqueness of the environment and preserve the natural asset of the wildlife and sense of place.



Source: Frankfurt Zoological Society

The Serengeti is currently in a mature phase of its tourism development and can maintain its current position at the top of the market by avoiding the mass tourism model (adopted by Kenya), but instead, promoting the low-density, low impact, high-quality tourism model. This approach will protect values and attract like-minded investors now and in the future, driving the Serengeti towards a sustainable model that maximizes and maintains income.

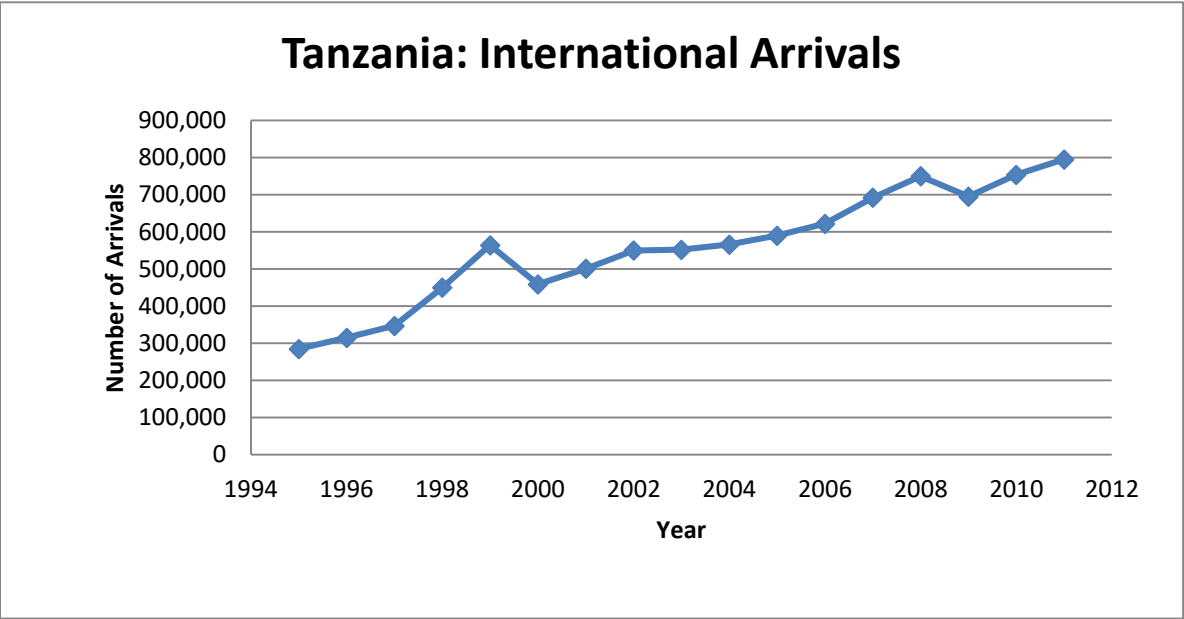


Source: Frankfurt Zoological Society

Industry analysis

For the past 20 years, Tanzania has enjoyed a steady growth of inbound tourists. The number of arrivals in Tanzania was 795,000 in 2011. In 2014, Tanzania received a record

1.1 million international visitors, vs. 583,000 in 2004, increasing at a rate of around 10% per annum.



Source: World Tourism Organization, Yearbook of Tourism Statistics, Compendium of Tourism Statistics and data files.

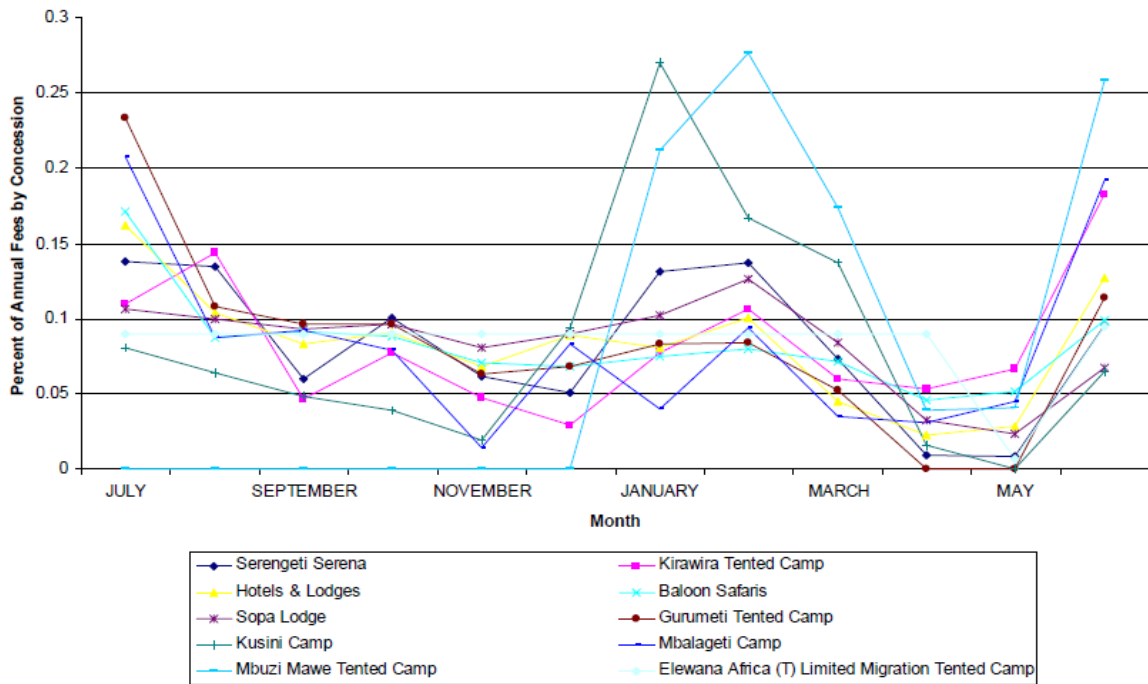
The value for international tourism, receipts, in current USD, in Tanzania, was \$1,487,000,000 as of 2011. This figure grew to around US\$2 billion in 2014, constituting 25% of Tanzania’s foreign exchange earnings.



Source: World Tourism Organization, Yearbook of Tourism Statistics, Compendium of Tourism Statistics and data files.

Annual reported receipts by various visitor venues in the Serengeti were examined for selected years and found to be relatively consistent in terms of their distribution throughout the year. The below graph shows the percentage of annual earnings by each of the illustrated venues by month for the 2006 fiscal year.

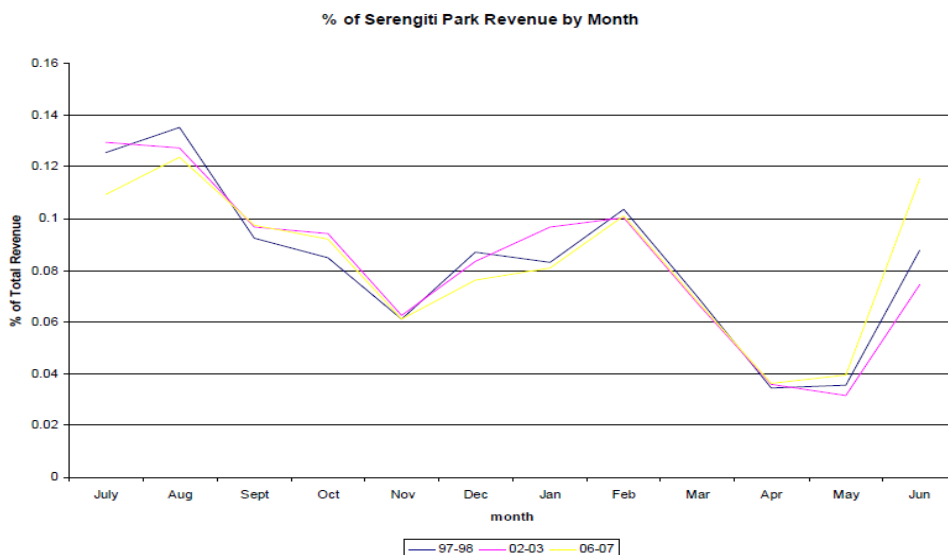
Serengeti National Park Concession Fee Seasonality 2005-2006



Source: TANAPA and Economics Research Associates

The relatively small margin of earnings by month suggests that the seasonality of the current visitor market is relatively inelastic, further implying that very large marketing by a single venue, price adjustments to bolster low season use, etc., may have little effect.

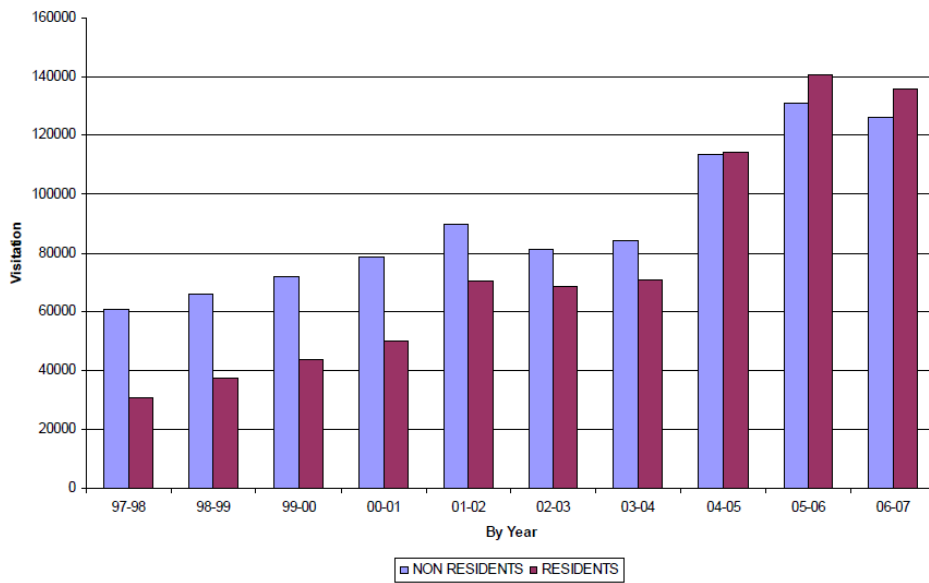
The below graph shows similar data for three separate time frames, and further underscores this observation.



Source: TANAPA and Economics Research Associates

The below graph shows that the seasonality of visitation is not driven solely by the international visitor, as the domestic visitation pattern is very similar.

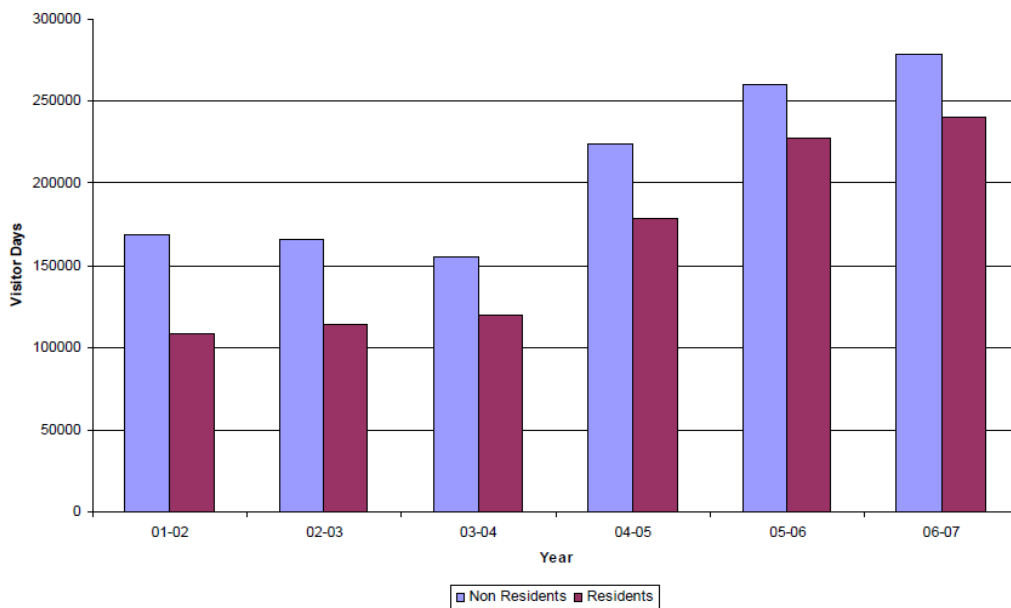
Serengeti National Park Visitation



Source: TANAPA and Economics Research Associates

As consistent as the seasonality has been, visitor volumes to the Serengeti specifically have increased throughout the decade, as seen in the below graph.

Serengeti National Park Visitor Days



Source: TANAPA and Economics Research Associates

The number of visitor days have increased steadily over the years, at an annual growth rate of 23%.

In 2006, Tanzania received 644,000 inbound international tourist. This number grew 23% to 795,000 in 2011, of which 200,000 visited the Serengeti. Furthermore, this number increased to 1,284,000 in 2016. Since the average tourist spends over 2 days in

the Serengeti, the Serengeti National Park visitor days amount to 600,000. However, the supply of safari accommodation has not grown to meet this demand, with the quality camps often overbooked during peak season of travel, especially in the northern part of Serengeti. At present, there are only a total of 1,147 lodge and permanent camp beds and 2,061 semi-permanent camp beds. This disparity in growth has given room for new safari camps to penetrate the market.

Key customer profiles

Affluent travellers: The group defined as affluent travellers contribute the majority high-end tourism revenue to destinations throughout the world. The global affluent traveller is characterised as having a minimum annual household income of US \$150,000, has taken one or more overnight trips away from home for business or pleasure during the last 12 months that required luxury overnight accommodation, and has stayed at a luxury hotel or resort at least once during the past 12 months. Within the US, approximately 6% of total households meet criteria of the affluent traveller; it is estimated that 4 in 10 households have a net worth of US \$150,000 or more. In Europe, almost 10% of households meet the criteria, the effect is even more amplified due to the current purchasing power of the Euro.

The lifestyle, attitudes, and preferences of the affluent traveller are well suited for exotic, unique locations that offer enriching experiences, like Tanzania or the Zanzibar islands. The most significant factor in deciding where to stay for a leisure vacation is simply the location. A key location, above brand loyalty, amenities, service level, and frequent guest programs, will attract a high percentage of affluent travellers. Increasingly, affluent travellers are seeking experiential and education components while on vacation. These dimensions add richness and sophistication to the travel experience. Therefore, hotel operators and developers are integrating indigenous activities into their offerings.

High net worth individuals (HNWIs) represent a consistent consumer market throughout various industries. During economic downturns and recessions, demand from HNWIs remain strong while demand from lower-income groups subsides. Therefore, industries that cater primarily to HNWIs tend to be insulated from shocks resulting from economic slow-downs.

Affluent travellers relate to experiential, cultural and educational aspects of travel; the African safari satisfies all of these needs. Affluent travellers place more value on the overall experience of a leisure vacation than a luxurious stay, and therefore the day-to-day activities offered must be diverse, adventurous, and memorable.

First-time Africa travellers: Africa remains one of the last frontiers of travel. First-time Africa travellers are often not very informed about the expectations of Africa travel. Nowadays, with the availability of information on the internet, many are shopping directly, and with the help of other traveller's reviews. The age of these travellers can range from the 25 to 35 group of young people to over 60s mature travellers. The travel products the travellers look for vary amongst different age groups. The 25 to 35 group tends to be more adventurous, looking for accommodations that offer value for money, and not necessarily luxurious. The 35 to 55 group have more disposable income. They have travelled to many countries before coming to Africa and generally have higher expectations. The over 55 group would often pay more to ensure that they would have a very comfortable stay, and going to Africa might well be a once-in-a-lifetime trip for them, so ensuring "perfection" in every aspect of the trip is important, from itinerary planning to quality of lodging to services received.

Baby boomer travellers: According to a recent industry research by the Preferred Hotel Group and the Harrison Group, baby boomer travellers spend US\$157 billion on trips every year and travel is their number 1 leisure activity. Statistically, a baby boomer takes 3.7 trips a year. Ecotourism is gaining much popularity. The U.N. World Tourism Organization predicts there will be some 1.6 billion eco-inspired trips taken by 2020. Sustainable travel that benefits the local economy is an important factor for consideration for these travellers. Adventure is another type of vacations the baby boomers are looking for. Many over 50s are very fit and enjoy hiking and mountain climbing while they travel.

Honeymooners: There is an increasing number of travellers who would like to travel to Africa for their honeymoon. The primal appeal of Tanzania, and especially the Serengeti National Park, as it is home to a large percentage of wildlife, is in a category of its own. Honeymooners can visit any place in the world where there are 5-star resorts and enjoy spa treatments and natural wonders; yet, only in Tanzania can a newly wed couple have the experience of reuniting with humanity's birthplace and witness the wild habitat that fostered the evolution of mankind. They can also combine a safari with Zanzibar holiday.

Family holidaymakers: According to top travel companies, multigenerational family trips account for more than 10% of their entire business. Some companies see a tenfold increase in custom trips in recent years. Groups size can range from as few as 4 to as many as over 20 family members. African safaris are a fun way for young children to get close to nature and wildlife in ways that are not possible to do in their home countries.

S.W.O.T. analysis

| Strengths | Weaknesses |
|---|---|
| <p>Serengeti is a world-renown national park with abundant wildlife.</p> <p>Inbound tourist arrival numbers to Tanzania are growing steadily.</p> <p>Tremendous opportunity for revenue and growth.</p> <p>Amani Afrika has excellent reviews and online presence.</p> <p>Safari tour and safari camp are complimentary products to sell.</p> <p>Generate employment opportunities for local communities.</p> | <p>Seasonality of Tanzania travel – operate in only 8-9 months a year.</p> <p>High overhead costs.</p> <p>Poor road and airstrip infrascture.</p> <p>Expensive park entry fees and camping fees.</p> |
| Opportunities | Threats |
| <p>Build on customer and brand loyalty.</p> <p>Add new camps in Serengeti/Ngorongoro Conservation Area.</p> <p>Increase service offerings in other areas of safari business.</p> <p>Establish new camps in remote parks and game reserves.</p> <p>Increase cash flow to the business.</p> | <p>Challeges to ensure smooth logistics in camp operations.</p> <p>Difficulty to penetrate the market with many safari camp competitors</p> <p>Environmental damage in national park.</p> <p>Sensitivity of the tourism sector on a global level.</p> |

Key competitor profiles

The new Safari Camp will be in direct competition with Lemala Mara Camp, Kaskaz Mara Camp and Chaka Camp, in terms of the level of superiority in the accommodation provided. At entry, at the promotional rate, the new Safari Camp will be competing with Kati Kati to gain a portion of its market share, as Kati Kati is priced very well for its offerings. Mara River Tented Lodge is a new camping opening in 2018.

Competitor details

| Competitor | Established date | Size | Market share (%) | Value to customers | Strengths | Weaknesses |
|---------------------|------------------|----------|------------------|---|---|---|
| Kati Kati Mara Camp | 2017 | 24 tents | 1.5% | Price is not high. Cater for budget conscious tourists. | Established for a long time. Company owns a large portfolio of camps in different locations. Reputable brand. | Camps are getting bigger each year. Clients may not feel the personal touch. Tents more worn out with time. |
| Lemala Mara Camp | 2010 | 12 tents | 0.7% | Beautifully designed tents. Great offers for combined booking with others camps in its portfolio. | Company owns a network of other camps/lodges in different locations. Great brand. Well trusted. | Staff service is inconsistent. Food needs improvement. Game package is not good. |
| Kaskaz Mara Camp | 2016 | 10 tents | 0.6% | Spacious tents. Excellent value for money. Good food. Hot water available. | Great safari vehicles for game package. Owned by Australian woman working with South African agents. | Location is not as convenient as others. |
| Chaka Camp | 2013 | 11 tents | 0.7% | Centrally located. Great price for service delivered. Highly reputable. | Owned by American woman working with agents in U.S. Excellent value for money in this category. | Not running hot water. Tents are simple. Ventillation is not good. |

| Compe titor | Establi shed date | Size | Marke t share (%) | Value to customers | Strengths | Weaknesses |
|----------------------------------|----------------------------------|-------------|--------------------------------------|--|---|---|
| Mara River Tented Lodge | 2018 | 15 tents | 0.9% | One of very few semi- permanent camps with hot running water. Great view from the hill. | Leverage off clients from own Tour Operator company and agents. | Mass selling. Itineraries are set to sell camp rooms. There are often tour groups. |

Advertising & sales

Advertising & promotional strategy

| Planned promotion /advertising type | Expected business improvement | Cost (\$) | Target date |
|-------------------------------------|--|-----------|-------------|
| Online advertising | Create awareness amongst consumers and selling partners. Create presence on the internet and make website searchable. | \$2,000 | May 2018 |
| Email lists | Inform selling partners of new service offerings and price point. | \$500 | May 2018 |
| Social media campaign | Showcase photos and provide an outlet to interact directly with potential guests. | \$200 | May 2018 |
| Magazine advertising | Create visually appealing ads with excellent photos showcasing the property along with safari tours. | \$3,000 | June 2018 |
| Giveaway | Generate hype amongst consumers. Invite guests to talk about, blog about and review our property. | \$3,600 | May 2018 |
| Trade shows (B2B) | Engage in direct dialogues with selling partners. Answer questions. Showcase the property layout in tradeshows. | \$10,000 | April 2018 |

Sales & distribution channels

| Channel type | Products/s ervices | Percent age of sales (%) | Advantages | Disadvantages |
|---|--|--------------------------|---|--|
| Integration into Amani Afrika's safari packages | Safari Camp Safaris, Zanzaibar | 50% | Incorporate into current safari tour packages and sell to clients directly. | Small volume of clients. |
| Safari tour operators | Safari Camp | 25% | Leverage off other tour operators to receive guests. | Resistance to sell Camp operated by another Tour Operator. |
| Overseas agents | Safari Camp Safaris, Zanzibar, Kilimanjaro treks | 15% | Agents already have existing channels and marketing strategies. | New product that has not had previous guest reviews. |

| Channel type | Products/s ervices | Percent age of sales (%) | Advantages | Disadvantages |
|---------------------|---------------------------|---------------------------------|--|---|
| Online Booking site | Serengeti Safari Camp | 10% | More revenue selling room at rack rates than contract rates. | Small slice of market. Most consumers book package tours. |

The Future

Vision statement

To achieve sustainable growth in the African safaris business by keeping up with increasing tourism demands, offering high-end products and services that compliment each other.

Mission statement

To provide our clients with the best full-service safari experience from beginning to end, from itinerary planning to tour guiding to lodging.

Goals/objectives

To increase market share in the tourism sector and build a recognised brand in the safari and Kilimanjaro business

To outperform competitors in the same category of business (high-end full service boutique tour operator)

To introduce accommodation offerings to the market and integrate this new product into the current safari sales portfolio

Action plan

| Milestone | Date of expected completion | Person responsible |
|---|------------------------------------|---|
| Secure business loan | December 2017 to January 2018 | Director (Godwin Temba) |
| Recruit new staff | January 2018 to June 2018 | Director (Godwin Temba) Director (Vivian Lo) |
| Complete registration and legal documentation Obtain relevant permits | January 2018 | Director (Godwin Temba) Director (Yasinta George) |
| Complete Safari Camp Operation Plan | April 2018 | General Manager (TBD) |
| Complete Sales and Marketing Plan for 2018-2022 Commence selling safari camp | May 2018 | Director (Vivian Lo) Sales Manager (Gloria Nyangi) |
| Set up safari camp in Serengeti | June 2018 | General Manager (TBD) Director (Godwin Temba) |

The Finances

Key objectives & financial review

Financial objectives

To reduce costs of service sold in areas where a significant part of revenue is slipping out, i.e. safari accommodation

To achieve a twofold increase in turnover by 2019

To reduce operating costs and widen the profit margin

Finance required

The start-up costs for 2018 are estimated to be US\$548,894, of which 94% will be spent on capital expenditure.

| | | |
|-------------------------------|-----------------|--------------------------------------|
| Business name | \$200 | Guest/Guide/Mess tents and Platforms |
| Licences (TALA) | \$2,000 | Tent fixtures |
| Permits (TANAPA) | \$3,540 | Pipes/Plumbing |
| Domain names & Website design | \$500 | Electrical Wiring |
| Membership fees (TATO) | \$750 | Lights/Lamps |
| Accountant fees | \$750 | Solar system |
| Solicitor fees | \$750 | Solar water heaters |
| Computer software | \$500 | Guest/Guide/Mess/Lounge furniture |
| Training | \$2,000 | Generator |
| Vehicle rental | \$4,000 | Fridge/Freezer/Icemaker |
| Wages | \$3,000 | Stove/Oven/Cooking gas |
| Insurance | \$3,000 | Water storage tanks |
| Printing | \$200 | Washing machines/Irons |
| Stationery & office supplies | \$500 | Kitchen sets |
| Marketing & advertising | \$2,000 | Glassware/Tableware |
| Installation and Labour | \$6,000 | Linens/Towels/Tablecloth/Napkins |
| Menu Consultation | \$3,000 | Satellite System/Computer/Printer |
| | | Miscellaneous Equipment |
| | | |
| | | |
| Total start-up costs | \$32,690 | Total equipment/capital costs |
| | | |

Financing plan

A term loan of US\$400,000 will be sought from a financial institution, which comprises of approximately 73% of the start-up plus equipment capital costs of the project, while the balance of US\$148,894 will be funded by Amani Afrika's shareholders equity. The loan will be taken by mortgaging Plot No. 7-12 located at Lemugur Area in Arusha District with title deeds possessed by Amani Afrika Limited.

The term loan will be requested for a period of sixty (60) months. The loan will be repaid monthly on equal instalments. The amount payable per month will be the sum of the principle payable and the interest charged for the loan per month, at a rate of 9% per annum. The monthly payment will be US\$8,303.34.

Proposed repayment schedule

| Date | Loan Balance | Principal Due | Interest Due | Equal Installments | Loan Bal. C/F |
|------|--------------|---------------|--------------|--------------------|---------------|
| GPI | 400,000.00 | | 0.00 | | 400,000.00 |
| 1 | 400,000.00 | 5,303.34 | 3,000.00 | 8,303.34 | 394,696.66 |
| 2 | 394,696.66 | 5,343.12 | 2,960.22 | 8,303.34 | 389,353.54 |
| 3 | 389,353.54 | 5,383.19 | 2,920.15 | 8,303.34 | 383,970.35 |
| 4 | 383,970.35 | 5,423.56 | 2,879.78 | 8,303.34 | 378,546.79 |
| 5 | 378,546.79 | 5,464.24 | 2,839.10 | 8,303.34 | 373,082.54 |
| 6 | 373,082.54 | 5,505.22 | 2,798.12 | 8,303.34 | 367,577.32 |
| 7 | 367,577.32 | 5,546.51 | 2,756.83 | 8,303.34 | 362,030.81 |
| 8 | 362,030.81 | 5,588.11 | 2,715.23 | 8,303.34 | 356,442.70 |
| 9 | 356,442.70 | 5,630.02 | 2,673.32 | 8,303.34 | 350,812.68 |
| 10 | 350,812.68 | 5,672.25 | 2,631.10 | 8,303.34 | 345,140.43 |
| 11 | 345,140.43 | 5,714.79 | 2,588.55 | 8,303.34 | 339,425.64 |
| 12 | 339,425.64 | 5,757.65 | 2,545.69 | 8,303.34 | 333,667.99 |
| 13 | 333,667.99 | 5,800.83 | 2,502.51 | 8,303.34 | 327,867.16 |
| 14 | 327,867.16 | 5,844.34 | 2,459.00 | 8,303.34 | 322,022.82 |
| 15 | 322,022.82 | 5,888.17 | 2,415.17 | 8,303.34 | 316,134.65 |
| 16 | 316,134.65 | 5,932.33 | 2,371.01 | 8,303.34 | 310,202.32 |
| 17 | 310,202.32 | 5,976.82 | 2,326.52 | 8,303.34 | 304,225.49 |
| 18 | 304,225.49 | 6,021.65 | 2,281.69 | 8,303.34 | 298,203.84 |

Amani Afrika Ltd. Business Plan 2025

| | | | | | |
|----|------------|----------|----------|----------|------------|
| 19 | 298,203.84 | 6,066.81 | 2,236.53 | 8,303.34 | 292,137.03 |
| 20 | 292,137.03 | 6,112.31 | 2,191.03 | 8,303.34 | 286,024.71 |
| 21 | 286,024.71 | 6,158.16 | 2,145.19 | 8,303.34 | 279,866.56 |
| 22 | 279,866.56 | 6,204.34 | 2,099.00 | 8,303.34 | 273,662.21 |
| 23 | 273,662.21 | 6,250.88 | 2,052.47 | 8,303.34 | 267,411.34 |
| 24 | 267,411.34 | 6,297.76 | 2,005.59 | 8,303.34 | 261,113.58 |
| 25 | 261,113.58 | 6,344.99 | 1,958.35 | 8,303.34 | 254,768.59 |
| 26 | 254,768.59 | 6,392.58 | 1,910.76 | 8,303.34 | 248,376.01 |
| 27 | 248,376.01 | 6,440.52 | 1,862.82 | 8,303.34 | 241,935.49 |
| 28 | 241,935.49 | 6,488.83 | 1,814.52 | 8,303.34 | 235,446.67 |
| 29 | 235,446.67 | 6,537.49 | 1,765.85 | 8,303.34 | 228,909.17 |
| 30 | 228,909.17 | 6,586.52 | 1,716.82 | 8,303.34 | 222,322.65 |
| 31 | 222,322.65 | 6,635.92 | 1,667.42 | 8,303.34 | 215,686.73 |
| 32 | 215,686.73 | 6,685.69 | 1,617.65 | 8,303.34 | 209,001.04 |
| 33 | 209,001.04 | 6,735.83 | 1,567.51 | 8,303.34 | 202,265.20 |
| 34 | 202,265.20 | 6,786.35 | 1,516.99 | 8,303.34 | 195,478.85 |
| 35 | 195,478.85 | 6,837.25 | 1,466.09 | 8,303.34 | 188,641.60 |
| 36 | 188,641.60 | 6,888.53 | 1,414.81 | 8,303.34 | 181,753.07 |
| 37 | 181,753.07 | 6,940.19 | 1,363.15 | 8,303.34 | 174,812.87 |
| 38 | 174,812.87 | 6,992.25 | 1,311.10 | 8,303.34 | 167,820.63 |
| 39 | 167,820.63 | 7,044.69 | 1,258.65 | 8,303.34 | 160,775.94 |
| 40 | 160,775.94 | 7,097.52 | 1,205.82 | 8,303.34 | 153,678.42 |
| 41 | 153,678.42 | 7,150.75 | 1,152.59 | 8,303.34 | 146,527.66 |
| 42 | 146,527.66 | 7,204.38 | 1,098.96 | 8,303.34 | 139,323.28 |
| 43 | 139,323.28 | 7,258.42 | 1,044.92 | 8,303.34 | 132,064.86 |
| 44 | 132,064.86 | 7,312.86 | 990.49 | 8,303.34 | 124,752.01 |
| 45 | 124,752.01 | 7,367.70 | 935.64 | 8,303.34 | 117,384.31 |
| 46 | 117,384.31 | 7,422.96 | 880.38 | 8,303.34 | 109,961.35 |
| 47 | 109,961.35 | 7,478.63 | 824.71 | 8,303.34 | 102,482.71 |
| 48 | 102,482.71 | 7,534.72 | 768.62 | 8,303.34 | 94,947.99 |
| 49 | 94,947.99 | 7,591.23 | 712.11 | 8,303.34 | 87,356.76 |
| 50 | 87,356.76 | 7,648.17 | 655.18 | 8,303.34 | 79,708.59 |
| 51 | 79,708.59 | 7,705.53 | 597.81 | 8,303.34 | 72,003.07 |
| 52 | 72,003.07 | 7,763.32 | 540.02 | 8,303.34 | 64,239.75 |
| 53 | 64,239.75 | 7,821.54 | 481.80 | 8,303.34 | 56,418.20 |
| 54 | 56,418.20 | 7,880.21 | 423.14 | 8,303.34 | 48,538.00 |
| 55 | 48,538.00 | 7,939.31 | 364.03 | 8,303.34 | 40,598.69 |
| 56 | 40,598.69 | 7,998.85 | 304.49 | 8,303.34 | 32,599.84 |
| 57 | 32,599.84 | 8,058.84 | 244.50 | 8,303.34 | 24,540.99 |
| 58 | 24,540.99 | 8,119.28 | 184.06 | 8,303.34 | 16,421.71 |

| | | | | | |
|----|--------------|-------------------|------------------|-------------------|----------|
| 59 | 16,421.71 | 8,180.18 | 123.16 | 8,303.34 | 8,241.53 |
| 60 | 8,241.53 | 8,241.53 | 61.81 | 8,303.34 | 0.00 |
| | TOTAL | 400,000.00 | 98,200.53 | 498,200.53 | |

Repayment capacity

Amani Afrika Limited has been in business for the past 10 years. The company has been able to generate surplus money from its business operations after payment of all costs including taxes and other obligations to the government. (Refer to attached Cash Flow Statements.) In the past 3 financial years, a sum of US\$360,219 had been spent on capital acquisition, namely land, building, vehicles and equipment. Most of the creditors for land had been fully paid, with only US\$27,756 being owed to landlords and US\$59,408 owed to CRDB for its loan balance as of 31st December 2016, with no other long-term debt outstanding. With turnover growths of 135% and 18% from guided tours sales in the past years, plus an additional source of income from tented camp accommodation sales anticipated, Amani Afrika Limited is capable of meeting the repayment schedule set out above.

Break-even analysis

| BREAK-EVEN CALCULATOR | | FIXED COSTS |
|--|----------|----------------------------|
| Timeframe (monthly) | | Timeframe (monthly) |
| Average price of each double room sold | \$900 | TANAPA permit fee |
| Average cost of each double room to deliver | \$555 | Supplies |
| Fixed costs for the month | \$11,820 | Wages |
| | | Internet Subscription |
| Percentage of price that is profit | 38% | Generator/Vehicle |
| Total sales needed to break-even | \$30,861 | Office costs |
| Number of units sold needed to break-even | 34 | Total Cost |

According to this analysis, 34 double rooms per month, i.e. 1 double room per night, need to be sold to break even in cost.

Assuming that 2 double rooms per night are sold for 4 months in the first year, and that 4 double tents per night are sold for 6 months in the second year, it takes just over two calendar years to recouperate the start up + capital cost. A more conservative estimate would be selling 1.5 double rooms per night for the first operating year, or 3 double rooms every other night. It would then take 3 to 4 years to recouperate the start up + capital cost at this rate. One can expect the camp to become profitable in its third year in operation.