

**GRUMETI
SERENGETI HILLS LIMITED**

Registration No- 181-293-659

BUSINESS PLAN FOR
DEVELOPMENT AND OPERATING OF MODERN TOURIST
LODGE WITHIN SERENGETI NATIONAL PARK

Registered Address Tanzania: P.O Box 5746 Dar-Es-Salaam, Tanzania

Email: info@delinvestments.com

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1.0. EXECUTIVE SUMMARY

Project Concept

The envisaged project will involve the construction of a permanent lodge at Central Serengeti within Serengeti Region where the company has entered into a lease agreement of 25 years for two sites, the proposed lodge is intended to reduce the shortage of good and accommodation for tourists and business executives at Serengeti Region, the proposed Lodge will comprise the following:

Harmonious Architecture: Bring the Outside In

To get the modern lodge atmosphere right, the design will blend in with the surroundings of the building site. Incorporate natural components such as wood, stone, and metal onto the façade of the structure — this will make it feel like a welcome addition to the natural environment. Taking into account the lodge's scale, dimensions, and rooflines will ensure that it blends in with the terrain organically, creating a gorgeous and coherent blend with nature in the Serengeti region.

A Cozy Interior: Add Some Warmth

The two proposed modern tented camps' decor will elicit feelings of comfort, coziness and safety, to improve this all-important atmosphere, the use of rustic, homey elements such as exposed wooden beams, stone fireplaces, and warm linens incorporating ample seating, plush bedding, and gentle lighting, to create a relaxing haven for guests to unwind and enjoy their stay.

Open and Flexible Spaces: Cozy, Not Cramped!

The designed lodge will have an open floor plan, creating more flexible interior areas that promote socialization and leisure. Not only does an open layout encourage social gathering, but it will also be more easily adapted to the needs of the occasion. This openness is going to produce a warm sense of community while still letting guests enjoy some personal space.

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Thoughtful Lighting: A Clean, Inviting Atmosphere

One of the most crucial elements in our lodge in establishing the ambiance is the lighting. The lodge will have different types of lighting, such as hidden lighting, natural lighting to warm the space, and exposed tungsten bulbs. Installed dimmers and automatic lighting controls will allow guests to customize their lighting preferences for a truly relaxing stay.

Sustainable Design: Elegance with Responsibility

As we've already discussed, a lodge will make guests feel in harmony with nature. It will incorporate eco-friendly practices and products, using renewable energy, efficient insulation, and water-saving equipment to promote sustainability.

Integrated Technology: Modern Features with Rustic Charm

Technology is one of the essential elements to put the "modern" in our modern lodge. High-speed internet, smart room controls, and entertainment systems will be installed to blend seamlessly with the overall aesthetic of the building. The more integrated, the better, will be one of the strategies.

Outdoor Living: Bring the Inside Out

Finally, we come full circle by incorporating modern living with natural charm. The lodge includes elements like decks, patios, fire pits, and outdoor seating. These spaces allow visitors to appreciate the stunning surroundings, socialize, and relax in a gorgeous natural environment.

Overview (to replace previous section):

Grumeti Serengeti Hills Limited will be developed as an intimate luxury retreat with 25 private villas, each designed for high-end leisure and privacy. The development emphasizes generous indoor living areas, private plunge pools for every villa, and a high-quality central facilities cluster for guest services and wellness.

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Accommodation Mix

The proposed development by Grumeti Serengeti Hills Limited will comprise an exclusive and intimate configuration of high-end villas and wellness facilities, carefully designed to blend luxury with natural surroundings. The breakdown of the accommodation and amenities is as follows:

- Main Area – Total area of 1,070 sqm, including arrival lounge, reception, dining area, bar, kitchen, and administration offices. Estimated total cost: USD 1,247,000.

- Guest Suites – 9 individual villas, each including a bedroom, lounge, bathroom, covered external area, open external area, private plunge pool, and back-of-house (BOH) service zone. Combined Family Suites total built area: 1,368 sqm.

- Family Suites – 2 luxury family villas each comprising a master bedroom and ensuite, shared lounge, second bedroom and ensuite, covered and open external terraces, private pool, and BOH service area. Estimated total cost: USD 2,674,500.

- Spa and Wellness Facilities – including steam room, sauna, chill deck, and storage spaces designed to offer guests a holistic relaxation experience integrated within the natural setting.

- Gym Pavilion and Yoga Deck – featuring a fully equipped internal gym, an outdoor exercise platform, and yoga deck offering panoramic views of the Serengeti landscape.

- Pool House and Shared Pool Facilities – comprising internal pool, shared pool deck, and main outdoor pool designed for guest recreation and relaxation.

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Private pools

Every Suite will include a **private swimming pool / plunge pool** directly accessible from the main living area and terrace (design and exact pool footprints to follow architectural drawings).

Central facilities

The central facility will contain:

- Reception and arrival lounge (premium guest welcome area)
- Management and back-office suites (administration)
- Restaurant and bar with indoor/outdoor seating
- Kitchen and cold rooms for F&B operations
- Gift/shop & business centre
- Public toilets and changing rooms (for central amenities)
- Gym (separate dedicated fitness area)
- Spa treatment rooms (massage suites, steam/sauna as required)
- Storage and service areas supporting guest services

Additional site facilities & services

- Staff and driver accommodation with associated facilities (housing, laundry, staff kitchen)
- Generator / powerhouse and fuel storage for reliable backup power
- Maintenance workshop and storage for light vehicle and equipment servicing
- Secure car parking and drop-off areas for guests and staff

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- Wastewater management (septic/WWTP as required by regulation) and solid waste handling area
- Site landscaping, hardscape, and controlled access/security points
- Access roads and guest transfer staging

Design & operations notes

- Each villa is intended for luxury short-stay guests with full privacy and high service levels—private pools, direct terrace access, and premium finishes.
- Central facility will act as the social and service hub while preserving villa privacy. Minimum central facility final size may be increased to accommodate demand or extra amenities.
- The project should include detailed MEP, wastewater, and sustainability studies (solar + backup genset, water treatment, drainage) in the next design stage

The project's detailed designs have been carried out by a reputable international consultant. The project will involve setting up site services/civil works, motor vehicles, general machinery and equipment, room equipment, general furniture and fittings, and room furniture and fittings. The project will employ adequately trained and experienced management and employees. The project document presents a proposal by Grumeti Serengeti Hills Limited, a locally registered company with Certificate of Registration No. 185965546 dated 16th June 2025.

Location

The project will be located in the Serengeti region

The company's main business objectives include the following:

- To operate tourist lodge and hotel.
- To operate international conference
- To operate tour operations etc.
- To engage in agricultural businesses

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Objective of Study

The purpose of this study is to work out the technical and commercial details and financial viability of the project.

- **Tourism Overview**

In 2023, tourist arrivals to Tanzania increased by 24.3% to a record-breaking 1,808,205, from 1,454,920 tourists in 2022, 922,692 in 2021, and 616,491 in 2020. Tanzania's tourism receipts reached a record-high USD 3,368.7 million in 2023, compared to USD 2,527.8 million in 2022 (USD 1,310.3 million in 2021). This increase is consistent with the rise in the number of tourist arrivals. In 2020, revenues were down to USD 1 billion as it was severely affected by the Covid-19 pandemic and its impact on international travel, from a peak of USD 2.6 billion in revenues and 1.5 million arrivals in 2019. The sector's contribution to GDP fell from 10.6% in 2019 to 5.3% in 2020 and climbed to 5.7% in 2021.

However, given the ongoing fast recovery of the sector, the Tanzania National Business Council (TNBC) forecast that the share of tourism in the country's GDP will reach 19.5% in 2025/26. Europe traditionally accounts for the largest share of arrivals, followed by Asia and the Pacific, the Americas, Africa, and the Middle East. Tanzania's hotel occupancy rate was estimated at 53.8% in December 2019 compared to 44.9% in December 2018. The increase in tourist arrivals in 2023 was attributed to the rebound of travel activity post-COVID. Additionally, it was driven by the continued efforts of the Tanzanian government to promote tourist attractions within and outside the country.

"The Royal Tour" Documentary

In April 2022 Tanzania's President Samia Suluhu Hassan unveiled the "The Royal Tour" documentary while promoting FDIs during her official visit to the US. Filmed throughout Tanzania in 2021, it features Emmy Award-winning journalist Peter Greenberg traveling to Tanzania with President Hassan. She's the ultimate guide for a week, exhibiting Tanzania's history, culture, environment, food, and music, as well as telling the stories of Tanzania's hidden jewels Source Markets in 2022,

The United States of America recorded the highest number of arrivals from the rest of the world at 100,600 followed by France (100,371), Germany (67,718), the United Kingdom (60,116) and Poland (46,431). Meanwhile, arrivals from Africa were from Kenya (166,324) Burundi (100,851), Zambia (46,787), Malawi (44,438) and Rwanda (44,288). Tourist arrivals from the top 10 countries out of 214 account for 53.2% of all

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arrivals. Tanzania Tourism Offer Tanzania's incredibly rich natural tourism offer earned it the title of "Africa's Leading Destination" in 2021. The natural attractions fall into two main categories: wildlife and beach. Tanzania Wildlife & Beaches Tanzania's wildlife resources are considered among the finest in the world.

Tanzania is the only country, which has allocated more than 25% of its total area to wildlife national parks and protected areas. There are 16 National Parks in Tanzania, 28 Game Reserves, 44 Game controlled areas, 1 conservation area, and 2 Marine Parks. Tanzania boasts many of Africa's most renewed destinations; in the north the Serengeti plains, the Ngorongoro Crater, Lake Manyara, and Mount Kilimanjaro, and in the south Mikumi and Ruaha National Parks and the Selous Game Reserve. According to a survey conducted by SafariBookings.com, Tanzania's SERENGETI NATIONAL PARK was voted Africa's best safari destination for 2020, followed by Mana Pools (Zimbabwe), Mala Mala (South Africa), Okavango Delta (Botswana), and Lower Zambezi (Zambia).

Mount Kilimanjaro was declared Africa's leading tourist attraction in 2016 during the World Travel Awards Africa and the Indian Ocean Gala Ceremony in Zanzibar. Other additional natural attractions include the white sandy beaches of the Zanzibar archipelago, those north and south of Dar es Salaam, and excellent deep-sea fishing at the Mafia and Pemba Islands.

Tanzania Hunting

Tanzania is prized for its superb trophy hunting (sport hunting or safari hunting). Hunting in Tanzania is presently permitted and regulated by the Wildlife Conservation Act of 2009, and its subsidiary regulations. The hunting industry has grown considerably in the last two decades and Tanzania is among the leading hunting destinations in the world. Hunting and Forestry jointly contribute 2 to 3 % of the GDP of Tanzania. Given there is such commitment to the conservation and protection of wildlife, it may be surprising to note that, unlike neighboring Kenya, hunting still occurs in Tanzania.

However, there is no contradiction, as hunting in Tanzania is part of the wildlife conservation process, as it is done in a much-planned manner. Counts of wildlife are taken regularly and hunting licenses are issued accordingly. The market survey carried out reveals that the current demand for hotel rooms is higher than the current supply. There is a wide gap between supply and demand and therefore, business opportunities exist for setting up additional tented camp facilities to satisfy the market requirements.

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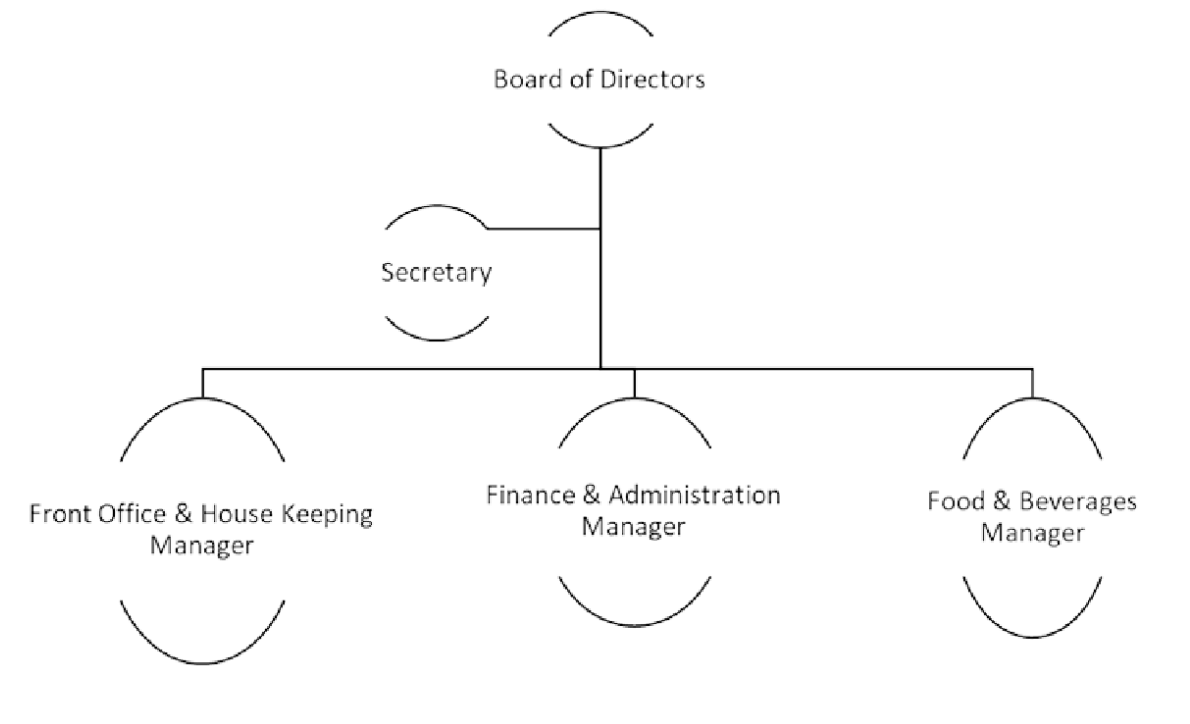
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• **Project Management and Manpower Requirements**

The said lodge with vast experience in managing various tourist lodges, the overall changes regarding policy and business strategy will be the responsibility of the board of directors. The Managing Director will be assisted by properly trained managers in the areas of Sales and Marketing, Finance, Administration, and Operations, who will together comprise the management team. Two hundred staff members will be directly employed.

ORGANIZATION CHART



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Project description

Significant measures have been taken to liberalize Tanzania's economy to encourage the private sector to take a lead in Tanzania's economic growth. The Government of Tanzania embarked on an adjustment program to give the private sector the leading role. Given the above, Grumeti Serengeti Hills Limited proposed constructing and operating a modern tourist lodge project. The construction of the modern lodge project is expected to be completed within two years, and the company will apply to be exempted from paying import duty and VAT on capital goods and deemed capital goods. The project will contribute significantly to the tourism and construction sectors.

Targeted Market

The targeted markets of the project are upper budget and middle market segments both foreigners and locals who are visiting SERENGETI NATIONAL PARK, it also targets to exploit the corporate market, especially for conferences, package accommodation, parties, shop space, holidaymakers, business travelers, etc.

Supply and Competition

The proposed modern tourist lodge will compete with all lodges and hotels in the SERENGETI NATIONAL PARK currently classified to include; lodges, vocational hotels, and tented camps. Within an 8km radius from the proposed hotel, no high-quality hotel is available, only guest houses. According to the National Bureau of Statistics, the occupancy rates fluctuate around 50%.

Market Strategy

According to experts, personal selling is the most effective method for marketing packaging accommodation, training, and conference services because of the customers and institutions. To reduce sunk costs, the project will use marketing agents who will be paid commissions on successful deals. Marketing in all types of media and publicity will support and enhance personal selling. The project will use the internet for advertising to potential customers in the world.

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Pricing

The pricing policy for the project will be based on the service cost and competition levels considering various variables namely:

- Service positioning
- Gain market share from competitors
- Stimulating and increasing demand and
- Achieving profitability and liquidity financial performance goals.

Monitoring and Evaluation

The Management has full commitment to ensuring good use of the resourced and sustainable environment and the well-being of the community with which they do business. Thus, the management philosophy is through business processes, managers will strive to ensure compliance with standards and the safety of the products and customers they serve.

This total represents the comprehensive investment required to develop Grumeti Serengeti Hills Limited into a fully functional, luxury eco-lodge in the Serengeti region. The figure includes design, construction, fit-out, and contingency allowances. The investment will be financed through equity, with provisions for working capital to support pre-opening activities, staff recruitment, and training.

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The estimated capital investment cost of the project is US \$12,000,000

GRUMETI SERENGETI HILLS LIMITED COST STRUCTURE US\$

Land and Buildings	1,200,000
Machinery & Equipments	3,200,000
Motor Vehicles	1,600,000
Furniture & Fixtures	2,400,000
Pre exp	400,000
Others	200,000
Working Capital	3,000,000
TOTAL	12,000,000

Project Investment Cost

This total represents the comprehensive investment required to develop Grumeti Serengeti Hills Limited into a fully functional, luxury eco-lodge in the Serengeti region. The figure includes design, construction, fit-out, and contingency allowances. The investment will be financed through equity, with provisions for working capital to support pre-opening activities, staff recruitment, and training.

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Grumeti Serengeti Hills Limited US\$ For the project to be a reality a total investment amounting to US \$12,000,000 is needed

Land and Building: US \$1,200,000

The project has opted for the construction of a modern tourist lodge on two leased sites within the Serengeti region, estimated to cost US \$15,000,000.

Machinery and Equipment: US\$ 3,200,000

Some US \$4,000,000 is anticipated to be spent on the purchase of various machines, tools, and equipment that will accommodate new technology

Motor Vehicles: US \$1,600,000

The project will need 15-minute buses, 4 light trucks, 10 Land cruisers, 10 safari cars. These vehicles will be used to facilitate hotel business and double cabin pick-up for administrative purposes.

Hotel Furniture and Equipment: US \$ 2,400,000

This investment cost item has been estimated to cost US \$3,000,000. It will consist of beds, tables, chairs, telephone, fax, machines, file cabinets, sofa chairs etc.

Pre-Operational Expenses: US\$ 400,000

They cover things like company registration, and expenses spent in exploring the viability of the project, especially the market/client identification exercise. This pre-operational cost item also covers the architectural designs of project buildings and other engineering services. Also included under this item are issues like consultancy fees, legal fees, and recruitment and training costs of personnel.

Other Costs: US \$200,000

This amount covers professional and consultancy fees, permits and licenses, insurance, IT and communication setup, branding and marketing materials, and miscellaneous expenses necessary for the smooth establishment and operation of the project.

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Initial Working Capital: US\$3,000,000

Calculations as well as assumptions for working capital requirements, it is estimated that it will cost US \$3,000,000.

Financing pattern

The project will be financed by equity.

Project operating costs

To realize its intended objective the project will have to meet the operating costs estimated to be 60% of total revenue.

All figures are in 'USD'
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12 MONTHS CASHFLOWS PROJECTIONS

DESCRIPTION	2027	2028	2029	2030	2031	TOTAL
Cash CASH-IN-FLOW						
Cash sales	4,439,672	5,032,180	5,703,763	6,464,973	7,138,582	28,779,170
TOTAL CASH-IN-FLOW	4,439,672	5,032,180	5,703,763	6,464,973	7,138,582	28,779,170
Cash Outflows:						
Purchases & Direct Cost	1,036,548	1,144,216	1,265,134	1,401,024	1,526,616	6,373,538
Capex: Acquisition of Trucks & Trailers	8,000,000					8,000,000
	9,036,548	1,144,216	1,265,134	1,401,024	1,526,616	14,373,538
Administrative and operating expenses						
Advertising / Marketing	66,540	66,540	66,540	66,540	66,540	332,698
Accounting	36,000	36,720	37,822	38,956	40,125	189,623
Tour operator commissions	206,355	210,482	216,797	223,301	230,000	1,086,935
Credit Card Fees	88,719	90,494	93,209	96,005	98,885	467,312
Insurance	48,000	48,960	50,429	51,942	53,500	252,830
Professional Services	24,000	24,480	25,214	25,971	26,750	126,415
Office Supplies	6,000	6,120	6,304	6,493	6,687	31,604
Utilities / Internet	60,000	61,200	63,036	64,927	66,875	316,038
Uniforms	6,000	6,120	6,304	6,493	6,687	31,604
Maintenance	36,000	36,720	37,822	38,956	40,125	189,623
Property Rent / Village Costs	36,000	36,720	37,822	38,956	40,125	189,623
Royalty + technology + Revenue mgmt Marriott	266,158	271,481	279,626	288,015	296,655	1,401,936
Management Fee	125,530	125,530	125,530	125,530	125,530	627,650
Salaries	314,350	322,696	324,891	327,131	329,416	1,618,484
Depreciation and Amortization	389,000	389,000	389,000	389,000	389,000	1,945,000
	1,708,653	1,733,263	1,760,343	1,788,215	1,816,900	8,807,373
Tax Payments						
Provisional tax	338,154	426,471	526,739	640,949	744,739	2,677,052
Dividends						
CASH OUT FLOW	10,745,201	2,877,479	3,025,477	3,189,239	3,343,516	23,180,911
CASH IN FLOW	4,439,672	5,032,180	5,703,763	6,464,973	7,138,582	28,779,170
NETCASH IN / (OUT FLOW)	(6,305,528)	2,154,701	2,678,285	3,275,734	3,795,066	5,598,259

Aspect of Project Sustainability

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The project sponsors having studied market conditions and the infrastructure in Tanzania are convinced that the project will be able to operate undisturbed. The growth of the tourism sector and economic activities assures them of a steady market. The peace and tranquility that exist in Tanzania is another aspect of assured business sustainability.

Monitoring and Evaluation

The monitoring and evaluation tools will be applied in running this project as well, the project sponsors are determined to cooperate fully with the government and other stakeholders for smooth business running.

Financial Analysis

Considerations and Assumptions: The corporate tax charged is 30% of the profits. The capital investment allowance is 50%. The capital assets are exempted from customs duty and Value Added Tax. The straight-line method to depreciate the project's capital items has been applied.

It is assumed that the major building raw material will be procured from the local market and others will be imported. Revenues have been conservatively estimated based on the experience of the promoters and trends in the hospitality industry.

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9.0 Economic Aspects

Implementation of this project will have the following social and economic values

The project is an ideal option for utilization of the recently acquired prime site. The project will create employment for 200 people on a permanent contract basis as well as temporarily. It will create more business opportunities for local suppliers and transporters, which will also have a trickle-down effect on environmental issues. It will generate substantial revenue for the government in the form of corporate tax, value-added tax, and pay-as-you-earn. The project will have the transfer of knowledge and skills to cooperative members as far as managing a big project

Implementation

Project implementation is expected to be relatively very short once the project has been approved it is estimated that the construction of the two tented camps will be completed within one year: -

S/N	ACTIVITY	PERIOD
1	Processing TISEZA Certificate of Incentive	November 2025
2	Design	November 2025 – February 2026
3	Construction & Procurement of furniture and other facilities	March 2026 – October 2026
4	Recruitment	November 2026
5	Testing business and in-house training	December 2026 – January 2027
6	Commercial operations (fully operational)	February 2027 – December 2027

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Conclusion and Recommendations

The project is technically feasible, financially viable, and economically sound, provided the sponsors manage it efficiently. It is recommended that the project be approved by the Tanzania Investment Centre and be granted the TIC Certificate of Incentives with its associated privileges and benefits as provided for under the Tanzania Investment Act, 1997.

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