

## High-Level Business Plan

### Reinvestment of andBeyond Ngorongoro Crater Lodge

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#### 1. Executive Summary

This business plan outlines the reinvestment and redevelopment of andBeyond Ngorongoro Crater Lodge, an established luxury tourism facility located on the rim of the Ngorongoro Crater within the Ngorongoro Conservation Area, Arusha Region, United Republic of Tanzania.

The project entails a near complete rebuild of the existing lodge, while retaining selected back-of-house operational infrastructure and existing staff accommodation. The objective is to modernise and reposition the lodge to ensure long-term sustainability, operational efficiency, and continued alignment with Tanzania's high-value, low-volume tourism strategy.

Site preparation commenced on 1 December 2025, with construction commencing thereafter and expected to be completed by 31 October 2027. The lodge remains closed for the duration of the construction period and is anticipated to reopen to guests in November 2027, subject to commissioning and any regulatory approvals.

An Environmental Impact Assessment has been undertaken, and the project has received approval from the Ngorongoro Conservation Area Authority (NCAA).

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#### 2. Project Overview

- **Project Name:** Reinvestment and Redevelopment of andBeyond Ngorongoro Crater Lodge
- **Location:** Ngorongoro Crater Rim, Ngorongoro Conservation Area
- **Sector:** Tourism - Hospitality / Luxury Safari Lodge
- **Project Type:** Reinvestment / Redevelopment of Existing Asset
- **Rooms:** 30 guest rooms
- **Implementation Period:** December 2025 - October 2027
- **Operational Status During Construction:** Fully closed

The lodge is a long-established component of Tanzania's premium tourism offering and occupies a strategically important position within one of the country's most internationally recognised conservation landscapes.

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#### 3. Objectives of the Investment

The principal objectives of the reinvestment are to:

- Safeguard the long-term viability of an iconic tourism asset
  - Enhance Tanzania's premium tourism positioning through upgraded facilities
  - Improve environmental performance and operational efficiency
  - Enhance staff accommodation and welfare facilities
  - Support employment creation and skills development for Tanzanians
  - Ensure continued compliance with conservation, environmental, and tourism regulations
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#### **4. Scope of the Development**

The redevelopment comprises a comprehensive upgrade of the lodge facilities, including:

##### **Guest Facilities**

- Rebuild and fit-out of 30 guest rooms
- New arrivals and reception building
- Guest dining and lounge facilities
- Spa and wellness facility
- Gym and fitness facility
- Guest circulation areas and viewing spaces

##### **Operational Infrastructure**

- Retention and upgrading of existing back-of-house infrastructure
- Improved service and utility systems (power, water, waste management)
- Expansion and improvement of staff accommodation and welfare facilities
- Replacement of interiors, furniture, fixtures and equipment

The development is designed to respect the unique environmental and cultural context of the Ngorongoro Conservation Area while meeting contemporary international hospitality standards.

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#### **5. Implementation Programme**

Site preparation commenced on 1 December 2025, followed by construction activities thereafter. The project implementation programme extends to 31 October 2027 and includes:

- Site preparation and enabling works
- Construction and structural works
- Interior installation and equipment fit-out
- Commissioning and testing
- Staff training and operational readiness

The lodge remains closed throughout the construction period. Reopening is anticipated in November 2027, subject to commissioning and any applicable regulatory approvals.

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#### **6. Operational Arrangements**

Upon completion of the redevelopment, the lodge will continue to be owned and operated by andBeyond. Operations will be conducted in accordance with Tanzanian law, tourism regulations, and the requirements of the Ngorongoro Conservation Area Authority.

Staffing will prioritise Tanzanian employment, supported by training and skills development programmes aligned with andBeyond's conservation-led tourism ethos.

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## **7. Destination Management and Tour Operations (Related Activity)**

In addition to lodge ownership and operations, andBeyond operates as a destination management company and manages a fleet of tourism vehicles in support of its guest services, including transfers, game viewing and related tourism activities.

The vehicle fleet is subject to ongoing renewal and expansion in line with operational requirements and applicable regulatory standards. These activities are ancillary and complementary to the lodge operations and form part of an integrated tourism offering.

The project therefore also supports the formal recognition of andBeyond's operations as including tour operator activities, in addition to lodge and camping operations.

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## **8. Environmental and Social Considerations**

An Environmental Impact Assessment has been completed, and the project has received approval from the Ngorongoro Conservation Area Authority.

The redevelopment is implemented in compliance with national environmental legislation and conservation regulations. Key considerations include:

- Minimisation of environmental impact during construction and operation
- Water conservation and energy-efficient systems
- Responsible waste management practices
- Protection of wildlife, landscapes and cultural heritage

Social benefits include improved staff accommodation, employment creation during construction and operation, and long-term skills development for Tanzanian staff.

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## **9. Economic Impact**

The reinvestment represents a significant capital injection into Tanzania's tourism sector and contributes to:

- Employment creation during construction and operation
  - Foreign exchange earnings through international tourism
  - Strengthening of local supply chains and service providers
  - Long-term sustainability of a nationally significant tourism asset
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## **10. Conclusion**

The reinvestment of andBeyond Ngorongoro Crater Lodge represents a strategic commitment to Tanzania's tourism sector, balancing economic development with conservation stewardship. The project safeguards an iconic destination, enhances Tanzania's premium tourism offering, and delivers long-term economic, social, and environmental benefits aligned with national development objectives.