

# NATIONAL LAND COMPANY LTD

## BUSINESS PLAN FOR HOTEL DEVELOPMENT PROJECT

Ununio Plot No. 1 | Bahari Beach Area, Dar es Salaam, Tanzania

**USD 100M**  
Total Investment

**36 Months**  
Project Duration

**5-Star**  
Hotel Category

**200–250**  
Guest Rooms

### LOCATION

Ununio Plot No. 1, Bahari Beach  
Dar es Salaam, Tanzania

### SUBMITTED BY

**National Land Company Ltd**  
February 2026

### KEY FINANCIALS

IRR: 14–16%  
EBITDA Margin: 35% (stabilized)  
Payback Period: 8 to 9 years  
NPV: Positive (10% discount rate)



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# 1. EXECUTIVE SUMMARY

This comprehensive business plan outlines the development of a high-quality hotel on Ununio Plot No. 1, located in the emerging Bahari Beach corridor of Dar es Salaam. With a total investment of USD 100 million over a 36-month development period, the project aims to capitalise on Dar es Salaam's growing demand for premium hospitality accommodations, driven by business expansion, tourism growth, and major infrastructure developments.

The project will develop approximately 200–250 guest rooms and suites, targeting the upscale/luxury market segment with world-class accommodations, extensive meeting and conference facilities, diverse food and beverage outlets, and recreational amenities. The development will generate 500–700 direct and indirect jobs during construction, with a committed local employment target of 130 workers (117 men and 13 women) and 200–300 permanent positions during operation.

Tanzania's tourism sector has demonstrated remarkable recovery and growth, with international arrivals reaching 2.14 million in 2024 and domestic tourism surging to 3.2 million visitors. The sector contributes approximately 17.2% to GDP and accounts for one-quarter of foreign exchange earnings, positioning hospitality investments as high-return opportunities in hard currency.



## 2. PROJECT OVERVIEW

### 2.1 Project Identity

Parameter	Details
Project Name	Ununio Beach Hotel Development
Location	Ununio Plot No. 1, Bahari Beach Area, Dar es Salaam
Land Area	Approximately XX acres (to be confirmed from plot documents)
Total Investment	USD 100 Million
Project Duration	36 Months (land acquisition to completion)
Hotel Category	Upscale / Luxury (5-star equivalent)
Room Count	200–250 rooms and suites
Target Market	Business travellers, MICE, leisure tourists, staycation market

### 2.2 Location Advantages

Ununio, particularly the Bahari Beach area, is emerging as a prime development corridor along Dar es Salaam's northern coastline, offering:

- Proximity to the New Bagamoyo Road, providing easy access (approximately 30 km) to the city centre
- Connection to electricity and water supply from mains
- Sandy beachfront with high potential for leisure tourism
- Growing residential and commercial developments in the vicinity
- Adjacent to the proposed Bahari Beach Town — a 200-acre satellite city development comprising executive villas, a five-star hotel, hospital, shopping mall, and recreational facilities

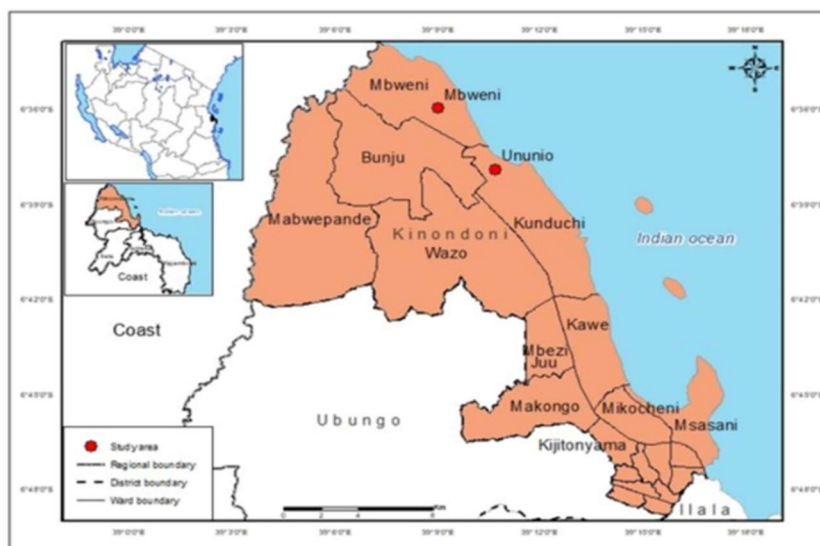


Figure: Map showing strategic location of Ununio area

## 2.3 Strategic Rationale

The project responds to identified market gaps and opportunities:

1. Limited beachfront luxury accommodations within 30–45 minutes of Dar es Salaam city centre
2. Growing MICE demand requiring comprehensive conference facilities
3. Increasing international arrivals to Tanzania (2.14 million in 2024, with 9% growth projected for 2025)
4. Major infrastructure developments (Standard Gauge Railway, airport expansion, port modernization) stimulating business travel
5. Hotel development pipeline showing Tanzania with 3,432 rooms across 29 projects, ranking ninth in Africa for upcoming supply.
6. Favorable government policies unlocking the hotel and tourism sectors with Dar es salaam being the tourist travel or recreation hub in and out of safari tours.



### 3. MARKET ANALYSIS

#### 3.1 Tanzania Tourism Market Overview

The Tanzanian tourism sector has experienced remarkable recovery and growth:

Indicator	2021	2024	Growth
International Tourist Arrivals	923,000	2,140,000	+132%
Domestic Tourism Visits	789,000	3,200,000	+306%
Tourism Contribution to GDP	~10%	17.2%	+7.2 pp
Foreign Exchange from Tourism	~USD 1.5B	~USD 3.5B	+133%

#### 3.2 Dar es Salaam Hotel Market Analysis

Research indicates that demand for accommodation in the Dar es Salaam market has historically been derived primarily from the mid-tier corporate and meeting segments rather than higher-yielding upmarket corporate and leisure segments. However, this dynamic is evolving with increasing international business presence, growing MICE activity, rising disposable incomes and changing consumer preferences, and government initiatives to promote tourism and hospitality.

#### 3.3 Competitive Landscape

##### Current Major Players in Dar es Salaam

Hotel	Segment	Location	Rooms (approx.)
Hyatt Regency Dar es Salaam	Luxury	City Centre	230
Kempinski Hotel	Luxury	City Centre	180
Four Points by Sheraton	Upscale	City Centre	200
Ramada Resort	Upscale	Msasani Peninsula	150
Serena Hotel	Upscale	City Centre	170

##### Upcoming Developments

Project	Brand	Rooms	Expected Opening
Serena Refurbishment	Serena	230	2026
Radisson Blu	Radisson	196	Autumn 2026
Various pipeline projects	Multiple	3,432 total	Various

#### 3.4 Market Opportunity Assessment

Segment	Current Demand	Growth Potential	Target Fit
Corporate Business	High	High	Excellent
MICE / Conferences	Medium	High	Excellent
International Leisure	Medium	Very High	Good
Domestic Leisure / Staycation	Growing	High	Excellent
Diplomatic / NGO	Low	Stable	Good

### 3.5 Market Drivers

Key drivers supporting investment:

- Growth in tourism industry and international arrivals
- Government initiatives to promote tourism and hospitality
- Increasing disposable income and changing consumer preferences
- Political stability and unprecedented global promotion
- Real estate investment boom in coastal areas
- High dollar returns (ROI) making hospitality a leading hard-currency sector

Market restraints to address:

- Infrastructure challenges (being addressed through major government projects)
- Seasonal fluctuations in tourist arrivals
- Competition from alternative accommodation options such as Airbnb

## 4. PROJECT CONCEPT AND POSITIONING

### 4.1 Hotel Positioning

The hotel will be positioned in the upscale/luxury segment, targeting:

- Primary Markets: International business travellers, conference organisers, corporate accounts
- Secondary Markets: Leisure tourists (international and regional), wedding parties, staycation market
- Tertiary Markets: Diplomatic community, NGOs, government functions

### 4.2 Unique Selling Propositions (USPs)

7. True beachfront location within 30 km of Dar es Salaam city centre
8. Comprehensive MICE facilities capable of hosting large conferences
9. Part of the emerging mixed-use development node (Bahari Beach Town)
10. World-class facilities and international service standards
11. Commitment to local employment and community integration

### 4.3 Branding Strategy

Options to be evaluated:

- International chain affiliation (management agreement or franchise)
- Independent luxury brand with international marketing partnerships
- Soft brand collection (e.g. Marriott Autograph Collection, Hilton Curio)



*Figure: Hotel interior design concept*

## 5. TECHNICAL SPECIFICATIONS AND FACILITIES

### 5.1 Proposed Facilities Mix

Category	Proposed Facilities	Specifications
Accommodation	200–250 guest rooms and suites	Executive floors, presidential suite, accessible rooms
Food & Beverage	All-day dining restaurant	150–200 covers, international cuisine
	Specialty restaurant	80–100 covers, seafood/international
	Rooftop bar/lounge	Panoramic ocean views
	Lobby lounge	Light meals, beverages
	Pool bar and grill	Casual dining
	In-room dining	24-hour service
	Meetings & Events	Grand ballroom
Meeting rooms		4–6 rooms, 50–100 pax each
Boardroom		20 pax, executive
Pre-function areas		300–400 m <sup>2</sup>
Business centre		24-hour services
Recreation	Swimming pool	Infinity edge, ocean view
	Fitness centre	200 m <sup>2</sup> , modern equipment
	Spa	4–6 treatment rooms, steam, sauna
	Beach access	Private beach area
	Water sports centre	Seasonal operation
	Kids' club	Supervised activities
Support Facilities	Retail outlets	2–3 units
	Parking	200+ vehicles (covered and open)
	Service areas	Laundry, storage, workshops
	Staff facilities	Canteen, changing rooms, lockers
	Administration offices	Front and back of house

## 5.2 Architectural and Design Vision

- Style: Coastal/tropical modern architecture
- Key features: Maximise ocean views, indoor-outdoor flow, natural ventilation
- Materials: High-quality, durable materials suited to coastal environment
- Sustainability: Passive design principles, energy efficiency, water conservation
- Landscaping: Indigenous plantings, beachfront gardens, water features

## 6. INVESTMENT AND BUDGET BREAKDOWN (USD 100 MILLION)

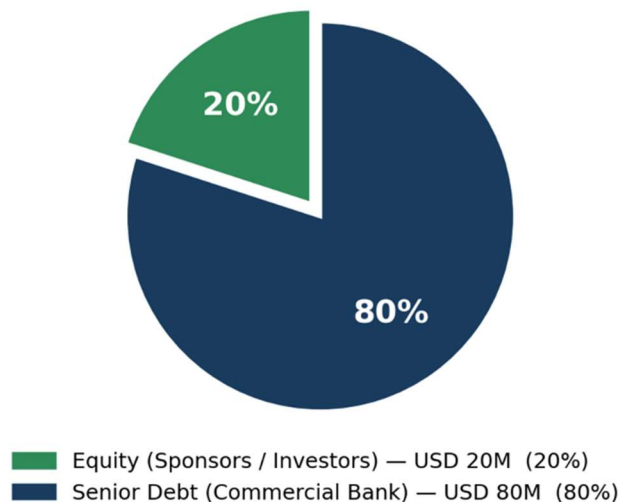
### 6.1 Total Investment Summary

Budget Category	Amount (USD)	Percentage
Land Acquisition and Transaction Costs	8,500,000	8.5%
Construction — Civil and Structural Works	42,000,000	42.0%
MEP Installations	12,000,000	12.0%
Interior Finishing and Fit-Out	15,000,000	15.0%
Furniture, Fixtures & Equipment (FF&E)	10,000,000	10.0%
Pre-Opening and Soft Costs	6,000,000	6.0%
Contingency (5%)	5,000,000	5.0%
Working Capital Reserve	1,500,000	1.5%
<b>TOTAL INVESTMENT</b>	<b>100,000,000</b>	<b>100%</b>

### 6.2 Funding Structure

Source	Amount (USD)	Percentage
Equity (Sponsors / Investors)	20,000,000	20%
Senior Debt (Commercial Bank)	80,000,000	80%
<b>TOTAL</b>	<b>100,000,000</b>	<b>100%</b>

**Funding Structure — USD 100 Million**



## 7. DEVELOPMENT PROGRAMME AND PHASING (36 MONTHS)

### 7.1 Project Duration Overview

Total project duration: 36 months (3 years) from land acquisition to completion.

### 7.2 Detailed Phasing Schedule

Phase	Activities	Timeline	Duration
Phase 1: Acquisition & Approvals	Land acquisition formalisation, settlement of outstanding land rent, EIA, building permits, detailed design	Months 1–6	6 months
Phase 2: Procurement & Mobilisation	Contractor procurement, material sourcing, site mobilisation, temporary facilities, site clearing	Months 7–9	3 months
Phase 3: Foundation & Substructure	Excavation, foundation works, ground beams, basement, waterproofing	Months 10–15	6 months
Phase 4: Superstructure (Shell & Core)	Structural frame, floor slabs, external walls, roof structure	Months 16–24	9 months
Phase 5: MEP Installation	Mechanical, electrical, plumbing rough-ins, HVAC, lifts, data cabling	Months 22–30	9 months (parallel with finishing)
Phase 6: Interior & Finishing	Internal partitioning, plastering, flooring, tiling, ceilings, painting, joinery	Months 25–33	9 months
Phase 7: External Works & Landscaping	Driveways, parking, walkways, swimming pool, landscaping, external lighting	Months 31–35	5 months
Phase 8: Commissioning & Handover	Testing and commissioning, snagging, inspections, practical completion	Months 34–36	3 months

## 8. EMPLOYMENT STRATEGY

### 8.1 Employment Commitment

The project proponent is committed to maximising local employment opportunities during both construction and operational phases.

### 8.2 Construction Phase Employment Target

Based on the 36-month accelerated schedule, peak workforce requirements will be approximately 600–700 direct jobs at peak, with a committed local employment target of 130 workers:

Category	Total	Men	Women
Professional Staff (Engineers, Architects, QSs, Site Supervisors, Project Managers)	30	25	5
Skilled Casual Workers (Masons, Carpenters, Electricians, Plumbers, Welders, Equipment Operators, Steel Fixers)	70	64	6
Unskilled Casual Workers (General Labourers, Cleaners, Security, Support Staff, Traffic Controllers)	30	28	2
<b>TOTAL LOCAL EMPLOYMENT TARGET</b>	<b>130</b>	<b>117</b>	<b>13</b>

## 9. FINANCIAL PROJECTIONS AND FEASIBILITY

### 9.1 Key Assumptions

Parameter	Assumption	Basis
Number of Rooms	225	Design capacity
Average Occupancy (Year 1)	45%	Industry ramp-up
Average Occupancy (Stabilised)	65–70%	Market comparables
Average Daily Rate (Year 1)	USD 180	Competitive positioning
Average Daily Rate (Stabilised)	USD 220–250	Inflation + market growth
Food & Beverage Revenue	35% of total revenue	Industry standard
Other Operated Departments	10% of total revenue	Spa, retail, etc.

### 9.2 Projected Revenue Build-Up (Years 1–5)

Year	Occupancy	ADR (USD)	RevPAR (USD)	Total Revenue (USD M)
Year 1 (Operations)	45%	180	81	8.5
Year 2	55%	195	107	11.2
Year 3	62%	210	130	13.8
Year 4	67%	225	151	16.1
Year 5	70%	240	168	18.0

### 9.3 Projected Operating Performance (Stabilised Year)

Item	Amount (USD M)	Percentage
Total Revenue	18.0	100%
Departmental Expenses	(7.2)	40%
Gross Operating Income	10.8	60%
Undistributed Operating Expenses	(3.6)	20%
Gross Operating Profit (GOP)	7.2	40%
Management Fees	(0.9)	5%
EBITDA	6.3	35%

### 9.4 Return on Investment Analysis

Metric	Projected
EBITDA Margin (Stabilised)	35%
Payback Period	8–9 years
IRR (Project)	14–16%
NPV (10% discount rate)	Positive

## 10. RISK ASSESSMENT AND MITIGATION

### 10.1 Market Risks

Risk	Probability	Impact	Mitigation Strategy
Lower than projected occupancy	Medium	High	Strong pre-opening marketing, corporate account targeting, MICE focus
Increased competition	Medium	Medium	Differentiate through beachfront location, quality service, unique facilities
Seasonality fluctuations	High	Medium	Develop domestic/staycation market, corporate events, off-season packages
Economic downturn	Low	High	Conservative financial structure, strong equity base

### 10.2 Construction Risks

Risk	Probability	Impact	Mitigation Strategy
Construction cost overruns	Medium	High	Fixed-price contracts, 5% contingency, value engineering
Schedule delays	Medium	High	Experienced contractor, realistic phasing, penalty clauses
Material price escalation	Medium	Medium	Advance procurement, price escalation clauses
Labour shortages	Medium	Medium	Local recruitment target, training programmes

### 10.3 Regulatory and Political Risks

Risk	Probability	Impact	Mitigation Strategy
Land acquisition delays	Low	High	Early engagement with TISEZA, legal due diligence
Permit approval delays	Medium	Medium	Dedicated regulatory team, early application
Tax/regulatory changes	Low	Medium	Professional advisors, industry association membership
Political instability	Low	Very High	Political risk insurance, diversified investor base

### 10.4 Operational Risks

Risk	Probability	Impact	Mitigation Strategy
Staff recruitment/retention	Medium	Medium	Competitive packages, training, career development

Risk	Probability	Impact	Mitigation Strategy
Currency fluctuations	High	Medium	Hard currency pricing, foreign currency accounts
Reputation management	Low	High	International standards, quality assurance
Security concerns	Low	High	Comprehensive security systems and protocols

## 11. SUSTAINABILITY AND COMMUNITY IMPACT (CSR)

### 11.1 Environmental Sustainability

The project will prioritise:

Area	Initiatives
Energy Efficiency	LED lighting, occupancy sensors, energy-efficient HVAC, Building Management System (BMS)
Renewable Energy	Solar water heating, potential for solar PV installation
Water Conservation	Rainwater harvesting, low-flow fixtures, water treatment and recycling
Waste Management	Segregation programme, composting, recycling partnerships
Sustainable Design	Passive cooling, natural ventilation, indigenous landscaping

### 11.2 Social Responsibility

- Local employment: 130 construction jobs targeted for local residents
- Skills development: Training programs for unskilled workers
- Local procurement: Preference for Tanzanian suppliers
- Community engagement: Partnerships with local schools and health initiatives
- Cultural preservation: Integration of local art and culture in hotel design

### 11.3 Economic Impact

Impact Area	Contribution
Direct Construction Employment	500–700 jobs at peak
Direct Operational Employment	200–300 permanent jobs
Indirect Employment (multiplier)	400–600 additional jobs
Local Procurement (annual)	USD 2–3 million
Government Revenue (taxes, levies)	USD 1–2 million annually

## 12. REGULATORY AND APPROVALS FRAMEWORK

### 12.1 Required Approvals

Approval	Authority	Timeline
Land acquisition clearance	TISEZA	Months 1–3
Land rent settlement & Title	Ministry of Lands	Months 1–2
Environmental Impact Assessment	NEMC	Months 3–6
Building permit	Local Authority	Months 4–6
Business registration	BRELA	Month 1
Tax registration	TRA	Month 1
Hotel licence	Tourism Regulatory Authority	Month 36
Liquor licence	Local Authority	Month 36
Food safety certification	TBS	Month 36

### 12.2 Key Regulatory Considerations

- Foreign investment: Protected under the Tanzania Investment Act
- Land tenure: Derivative rights through TISEZA
- Tax incentives: Potential for VAT exemption on capital goods, import duty relief
- Labour regulations: Compliance with employment laws, work permits for expatriates
- Environmental compliance: ESIA certification and ongoing monitoring

## 13. CONCLUSION AND RECOMMENDATIONS

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The proposed USD 100 million hotel development at Ununio Plot No. 1 represents a compelling strategic investment in one of Dar es Salaam's most promising growth corridors. Combining a prime beachfront location within an emerging development node, comprehensive facilities targeting corporate, MICE, and leisure markets, and strong market fundamentals underpinned by Tanzania's sustained tourism boom, the project is well-positioned to deliver attractive financial returns including a stabilised EBITDA margin of 35% — while making a meaningful contribution to local employment through its committed target of 130 construction workers and 200 to 300 permanent operational positions. The 36-month development timeline is realistic, the sustainability commitments are embedded from the outset, and the project's fundamentals are sound.

Successful delivery will depend on six critical actions: securing land acquisition expeditiously through TISEZA; settling the outstanding land rent of Tsh 589,748,300 as committed; engaging an experienced design and construction team without delay; securing the development financing package with the appropriate mix of equity and debt; appointing a strong international hotel operator under a management agreement; and activating the local employment strategy from project inception. With these foundations in place, the National Land Company Ltd Board is confident that the Ununio Beach Hotel Development will stand as a landmark investment for the company, for the Bahari Beach corridor, and for Tanzania's hospitality sector as a whole.

## LIST OF ABBREVIATIONS

Abbreviation	Full Term
ADR	Average Daily Rate
BMS	Building Management System
BRELA	Business Registrations and Licensing Agency
CSR	Corporate Social Responsibility
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortisation
EIA / ESIA	Environmental (and Social) Impact Assessment
F&B	Food and Beverage
FF&E	Furniture, Fixtures and Equipment
GDP	Gross Domestic Product
GOP	Gross Operating Profit
HVAC	Heating, Ventilation and Air Conditioning
IRR	Internal Rate of Return
MEP	Mechanical, Electrical and Plumbing
MICE	Meetings, Incentives, Conferences and Exhibitions
NEMC	National Environment Management Council
NGO	Non-Governmental Organisation
NPV	Net Present Value
NSSF	National Social Security Fund
PMO	Project Management Office
QS	Quantity Surveyor
RevPAR	Revenue Per Available Room
ROI	Return on Investment
TBS	Tanzania Bureau of Standards
TISEZA	Tanzania Special Economic Zones Authority
TRA	Tanzania Revenue Authority
Tsh	Tanzanian Shilling
USD	United States Dollar
USP	Unique Selling Proposition
VAT	Value Added Tax