

**PEPONI INDUSTRIES LIMITED**

**BUSINESS PLAN**

**FOR MANUFACTURING  
OF COARSE & REFINED SALT**

*Nature has gifted mankind with many resources. The salt is also one of the nature's gifts to human life. In the globe Arusha is one of the ideal locations for producing salt. Arusha climate, soil availability of brine is a great asset for producing quality salt*

# PEPONI INDUSTRIES LIMITED

## 1. INVESTMENT PROPOSAL

This business plan for salt was prepared by Peponi Industries Limited for Principal activities of the company are recovery, manufacturing and sale of various types of the salt, which includes industrial salt, coarse salt and free flow refined salt. The proposed project expects to run its operations within Tanzania mainland and entire east and Central Africa African Countries which has a very big potential market due to the improvement and economic growth especially in all economic sectors like agriculture, trade industry mining transit and export and import business.

The project promoters/shareholders resolved to set up facilities for refined salt by purchasing Crushed Washing refined Salt production line Machine, Vacuum Salt, Multifunction Stainless Steel Evaporator and Drum Flaker and other related equipment which make salt processing project successful and profitable and will solve the acute shortage of the coarse refined salt manufacturing

The business plan also manifested and analysed the financial, technical, human and economic resources required for the setting up the salt processing and also studying market as well as assessing its economic and commercial viability. This will help company promoters (shareholders in allocation of funds in acquiring the project's heavy Machines Crushed Washing refined Salt production line Machine, Vacuum Salt, Multifunction Stainless Steel Evaporator and Drum Flaker as well as related equipment to supplement the equity contribution. Project is basically aimed at ensuring quality service to increase business and clientele.

## 2. COMPANY'S BACKGROUND

Peponi Industries Limited is a private owned company incorporated in United Republic of Tanzania by Registrar of Companies on 22 day of March, 2001 with Certificate Incorporation No. **41018** Principal activities of the company are recovery, manufacturing and sale of various types of the salt, which includes Industrial Salt, Coarse Salt and free flow refined salt in Tanzania Mainland and the entire East and Central Africa and become more competitive in the Salt sector in the country and neighbouring countries.

## LOCATION

The Company's business premises are allocated at **PLOT NO. 47 BLOCK B THEMI INDUSTRIAL AREA P.O.BOX NUMBER 1207 ARUSHA**

## CAPACITY

Factory Capacity 70,000 Tons Per Annum for Year

## MISSION

Enrich lives through essential and quality products, produces by deploying cutting edge technology, professional man power which meets every stake holder expectations

## KEY TO SUCCESS

- Management - strong senior management with extensive, broad based, industry specific experience
- Marketing - Superior quality, attractive packing and competitive prices
- Fall through all commitments, both to vendors and customers and strict financial controls

### 3. THE PROJECT SHAREHOLDERS

Peponi Industries Limited will be sponsoring this project. The Company is jointly owned by the following shareholders.

SN	Name of Shareholders	Percentage of ownership
1	Firoz M. Dharamshi	33
2	Kurban M.Bhimani	33
3	Mohamedjabir S.Bhimani	17
4	Mohamedarif S. Bhimani	17
	<b>TOTAL</b>	<b>100</b>

The share capital of the company is Tsh 10000000 Divided into 100 shares ordinary shares of Tsh 100000

### 4. SALT PRODUCTION AND PROCESSING

The company is planning to produce various forms of salt as detailed here under

- Raw salt
- Coarse salt
- Free flowing refined salt

#### **4.1 SALT USES/APPLICATIONS**

Salt is crucial for many industries. Its compounds make it one of the important materials in the chemical industry, since more than 50% of the chemical products depend on it at a stage of their manufacture. It is also used in manufacturing of thousands of other commodities including glass, paper, rubber and textiles as well as in water softening system for industry and domestic use. Furthermore, it is used as a de-icing agent and as most commonly known food ingredients. For more detailed information of the different uses of salt, please see the section below.

#### **4.2 CHEMICAL APPLICATION**

The chemical industry is by far the largest consumer of salt. It is the raw material for the production of chlorine (Cl) and caustic soda (Sodium hydroxide, NaOH); they are produced by the electrolysis of salt in the form of brine by the mercury cell process, the diaphragm cell process, and the membrane cell process. Chlorine, which is one of the most abundant and common chemical elements on Earth, is an extremely effective disinfectant and essential component in the chemical manufacture of the thousands of vital products used every day, such as PVC (Construction and houses) for instance. Caustic soda solution is an essential ingredient in many industrial operations, including pulp and paper, detergent and the chemical processing industry. It is also used in alumina, petrochemical and textile industries. Soda ash is one of the three main ingredients for glassmaking, in which it lowers the temperature of the melt. Soda ash is also the raw material for the production of many sodium compounds, such as sodium silicate, sodium bicarbonate and sodium tripolyphosphate. Furthermore, the pulp and paper industry uses soda ash in the chemical pulp manufacturing process,

Other applications within the chemical industry

- **Pulp and paper industry:** for pulping and neutralization; for washing and bleaching; for DE acidification in the production of spun rayon,
- **Waste and water treatment**
- **Petroleum additives, dyes and intermediates**

### **4.3 PHARMACEUTICALS**

Salt provides the life essential nutrients sodium and chlorine regulating and impacting many body and hormonal systems. In some medical conditions the ingestions of those nutrients becomes crucial to treat and to reinstall the electrolyte balance in the body. Salt is also used an ingredient in pharmaceutical products.

### **4.4 DE-ICING**

Salt, i.e sodium chloride is the most widely used de-icing agent in Europe and throughout the world due to its huge advantages over the alternatives. It is not only widely naturally occurring and easy to store and apply, hence the least expensive, but it also has the least environmental impact when used properly. In fact, according to the IFAO (German institute for Applied Ecology), alternative de-icing formats are six to eight times more expensive than salt.

When salt is applied to ice and snow. It creates brine that has a lower freezing temperature than surrounding ice or snow. It is also most efficient as a de-icer when spread before ice has formed. Whilst in theory salt can work to lower temperature, it is usually used at temperatures down to 15 centigrade

### **4.5 WATER TREATMENT**

Hard water is water that contains visible dissolved rock, principally calcium and magnesium minerals. Most commonly, people notice the effect of hard water because of a build-up of scale in kettles and on shower heads, or other domestic appliances that use water. The problems associated with hard water can be resolved by installing a water softener which removes the hardness minerals from the water passes through millions of the negatively charged tiny resin beads which attract the hardness minerals and is used again. And salt is essential for the regeneration of the ion exchange resins.

### **4.6 FOOD GRADE SALT**

Since the human body is not capable of producing its own salt, we depend upon the various sources of salt in food to ensure our necessary daily intake. In Europe, around 7 % of all salt produced is food grade salt. Salt has an important technological role in the manufacture of many foods, so that in addition to its well-known function as preserver and a flavour enhancer, it is also fundamental to the consistency and texture of lots of our daily foods such as bread and cheese.

#### **4.7 ANIMAL FEED**

Animals also require salt to keep them healthy. The right salt intakes ensure their growth strong immune and reproductive systems. Often agricultural animals and commercial livestock do not receive enough salt from foraging and other feeds and for that reason it is necessary to supplement their diet salt.

#### **4.8 SALT HARVESTING & PRODUCTION PROCESS**

Our Process of salt making is by using sea water and solar evaporation by pumping from creek (which is fed by sea by tides) and meandering the seawater through the entire developed area using Pumps wherever it is not possible to flow by gravity. When it reaches to the Stage III, i. e. Crystallizers, there the density of the matured sea water is around 25 deg baume, the salt starts precipitating and after having a meaningful crust of about 30-35mm, harvesting is done and the salt is removed and taken by trailers driven by tractors.

#### **4.9 STAGE III**

##### **PHASE 1 - EVAPORATION**

Every day we pump of sea water into our evaporation pans. Here the seawater will lie while the water is evaporated through the working of the sun and the wind. Impurities such as Calcium Carbonate (chalk) and Calcium Sulphate (Gypsum) are deposited at the bottom of the dam. The dams are arranged so that the water can gravitate from the one to the other over controlling weirs. As the water evaporates, and we pump more the one to the other over controlling weirs. As the water evaporates, and we pump more water into the dams, the concentration of the salt increases, until it reaches 100% of saturation point. The brine (now so called because of increased of increased salinity), is then stored in reservoirs. From the reservoir, the concentrated brine is led into crystallization pans.

#### **4.10 PHASE 2 - CRYSTALLIZATION**

The crystallization pans are rectangular in shape and have flat clay bottoms. In these pans the water will evaporate further, increasing the salt concentration of the brine, until salt crystals start precipitating at the bottom of the pan. The remaining fluid, called "bitterns" or "mother liquor" is drawn off before impurities e.g. Magnesium Sulphate, Epsom Salt, Sodium Sulphate and Potassium Sulphate can crystallize out onto the pure salt.

#### **4.11 PHASE 3 - HARVESTING AND WASHING**

When an adequate layer of salt has built up on the pan floor, harvesting commences. We harvest our salt mechanically with a machine specially designed for this purpose. The machine digs up the salt, deposits it onto a conveyor belt, which carries it to our tracks. Contracted workers also harvest by hand.

The raw salt is then washed with a brine solution (to prevent it from dissolving again), where silt and other impurities are removed. The clean washed salt is then stockpiled, in conical shape so as to have minimal rain washing losses and ready to be processed.

#### **4.12 PHASE 4 - DRYING AND PROCESSING**

The refining process consists of feeding the salt through a dryer where hot air at 360<sup>0</sup> C dries and sterilizes the salt. The intense heat also kills any unwanted organisms in the salt.

#### **4.13 Some Important Parameters for Sea Salt Production:**

- 1) Solar Salt production is possible where 80% of the rainfall occurs in major rainy season and remaining 20% can happen in the rest of the year. Here at our location the major rainfall happens in March, April & May and then we have friendly salt producing months.
- 2) In the tropical climatic conditions like us, the yield per hector area developed is about 100MT, so if we have developed 200 Ha area as evaporation area which will need 10% of the area as Crystallization area

(in addition to the evaporation area) then in a year we can produce 20,000MT in a normal weather condition.

- 3) Normally in a weather condition where the fresh water evaporation occurs at the rate of about 6mm per day, it takes about 100 days to have water reach 25 deg baume from 3.5 deg baume and then another 35 - 40 days before we can harvest. But this time cycle for the first time when the salt works is just developed. A properly developed salt work always has a provision to bank the left over matured brine of the previous season which gives an initial startup for the next season.
- 4) In a season, we get about 100-120mm thickness of the crust which we remove in 4 cycles, each time about 25-30mm thickness. Salt deposit about one mm per day in the crystallizers, so the salt harvesting days are about 4-5 months in a year. For us here it would be Sep, Oct, Dec, Jan & Feb. these 5 months comprise of a season or year. Though the weather becomes conducive from July onwards.

#### **4.15 Salt Refinery - Production of Free Flow Salt**

- 1) Through a belt conveyer (raw salt is stored at Raw Salt Yard and fed into hopper by a pay loader) 25TPH is fed into hammer mill.
- 2) From the Hammer Mill which is of 25TPH, the desized salt is fed into Elutriation Tank. The overflow of the tank is taken in to settling tank and the clean liquid is recycled back.
- 3) With the slurry pump it is fed in to another tank known as Thickener and this slurry is made 20% salt and remaining mother liquor.
- 4) From this thickener, through another slurry pump feeds into hydro cyclone, which is for solid-liquid mechanical separation, it removes the liquor as much as possible.
- 5) From the hydro cyclone, it is fed into centrifuge, which acts as a mechanical dryer where the salt comes out with 3% moisture @ 20TPH.

- 6) Using a screw conveyor it is taken into dryer and dry the salt through Hot Air Generator to 0.1% moisture level.
- 7) From the dryer the main product is fed into bucket elevator using Screw Conveyor and fines captured by Cyclone Separator is fed into second bucket elevator using screw.
- 8) The product through BE1 (Bucket Elevator 1) is fed into Classifier or Vibro Sieve, to get uniform particle size and oversize is fed into Rolling Mill placed below the Classifier.
- 9) Now, the right product from Classifier, product from the Cyclone Separator and from Rolling Mill all is fed into BE2 and taken in to Silos for Packing Machines.

## 5. Market

The market survey carried out reveals that the current demand for salt is high in Tanzania, currently shortfall is being met from imports from Kenya. Globally, salt is used for edible (human as well as livestock) and industrial purposes. In our opinion ratio is about 80% and 20% between edible and industrial. Human consumption is taken as 3 kg/capita/annum. Using this yardstick, Tanzania requirement alone for human consumption workout as about 150,000 Metric tons per year, existing **capacities in is around 70,000 tones** per year, the shortfall is met with imports from Kenya.

The Industrial requirement if for water treatment, fisheries, paper & textiles, requirement should be not less than 50,000 tones per year. Therefore, we believe there is huge demand for salt. The average growth rate in population is around 3% in Tanzania. Salt demand quite inelastic and requirement is growing at 3% to 4% per year.

There has been a strong demand (sellers' market) for our products for several years. Traditional buying patterns in this industry are based on quality, price reputation of manufacturer, freight costs, delivery times and proximity to markets. **During such a sellers' market, buying patterns are often more influenced by availability.**

In initial years, we are targeting Tanzania market to fulfill domestic demand, which is currently met by imports from Kenya. From the year 2017, our excess capacities will be used to export neighboring countries Uganda, Burundi and Kigali.

### **Products produced will be of two categories:-**

- Industrial use and
- Edible use

### **Special Strengths**

- World class technology used by the company
- Managed by people with experience in Salt Industry
- Possibility of getting export market to neighboring countries

### **5.1 Competitive Comparison**

While quality and delivery are important factors to our potential customers, price is most offer the determining factor in a buying decision. Good-quality packaging products manufactured by our company, as close as practical to the end customer's needs and preferences, will be most competitive and achieve a significant market share. These factors have helped to determine the business parameters of **Peponi Industries Limited**. The competitive advantage of the company's products is quality, customer care services provided, the price and distribution center to be used throughout the all country. Currently Kay Salt and Ken Salts are main players in the market, beside imports from India. **Peponi Industries Limited** produce salt of international standards and in attractive packaging and can offer at a price lower by 20% versus imported salts.

According to expert, personal selling is the most effective method for marketing. In order to reduce operating costs, **Peponi Industries Limited** will use various marketing strategies such as:

- Internet
- Specialized magazine, news paper
- Radio
- Television
- Posters
- Sponsorship etc

The Company products will be aggressively promoted to domestic market and skilled personnel with is recruited.

## 5.2 Product Pricing

The pricing policy of the company will take into consideration the following facts:

- Service positioning
- Gain market share from competitors
- Stimulating and increasing demand and

The company will be having different sizes packaging keeping in view consumer preferences.

## 5.3 Sales

Peponi Industries Limited sells its products through various sales channels, but majority through distributors appointed for every region in Tanzania, who will keep sufficient stock as per market demands. As we believe availability of the product is key criteria to grab market share, sufficient stocks will maintained at every district headquarters. Peponi Industries Limited will support distributors by extending credit period of 60 days.

In addition to distributor's channel, we will also focus on selling all major super markets and corporate (Industrial consumers) directly across the country, particularly major cities viz, Dar es Salaam, Arusha and Mwanza.

## 5.4 Packing

**Peponi Industries Limited** will produce Edible & Industrial grade salts which will be available in customized packages.

**Consumer Pack:** Plastic pouches made of LDPE and polyester, paper bag, card board box, plastic canister in various units of 200gm, 500gm and 1 kg, etc. in outer packing of corrugated box and HDPE/PP woven sacks.

**Bulk Packing: 25 kg, 50Kg HDPE Bags and Jumbo Bag of 1 MT.**

## 6. Management and Manpower Requirements

The Organizational Structure of **Peponi Industries Limited** is planned to be a simple and traditional one. All farming and manufacturing operations will report to the COO. All administrative and finance functions will report to the GFC. Both the COO and GFC will report to the CEO, who will also have the responsibility for Sales and Marketing. CEO reports Group MD.

Peponi Industries Limited will be under the Management with vast experience in salt industry, the board of directors will be responsible for policy formulation and appointing management. The company will be having three functional departments namely; Finance & Administration, Marketing, Production and salt farming.

Peponi Industries Limited believes in keeping on board only essential manpower and to develop it into highly motivated and dedicated team capable of providing the best performance and facilitate efficient operations of the company. The company believes that under current management team, the company will grow steadily and gain enough experience and profit.

The Management has full commitment to ensuring goods produced maintain the quality & safety standards required in the market. The quality control unit will establish a system of routine checking and getting feedback from customers.

### PEPONI INDUSTRIES LIMITED CAPITAL INVESTMENTS

S. No.	Item	USD
1)	Land and Building	575,000
2)	Plant and Machinery	2,050,000
3)	Vehicles	300,000
4)	Furniture and Fitting	50,000
5)	Others	-

6)	Pre-operational & Contingency	-
7)	Initial Working Capital	500,000
	<b>TOTAL</b>	<b>3,475,000</b>

## Source of Funds Financial Plan

Peponi Industries Limited has allocated funds for the salt project by

Own Fund USD	1,475,000
Local Loan USD	<u>2,000,000</u>
	<u><b>3,475,000</b></u>

## 8. Financial Analysis

Peponi Industries Limited took conservative approach in project projections. Current selling or raw salt is ranging between \$85 to \$95 tons, whereas considered \$70 in the projections. Similarly volumes are also considered at 80% of sales potential. The financial projections indicates that the project is viable and will generate adequate profit and enhance the net worth of the company. The proposed project indicates Profit before tax from inception of its operations (Year 2021).

Though Peponi Industries Limited starts harvesting and sale of salt from July/Aug of year 2021, for all practical purposes Year 2022 is considered as first year of commercial operations. However, operating costs incur till Aug' 15 are considered as preoperative and capitalized.

### Important Assumptions & Considerations

- ❖ Revenues have been conservatively estimated based on experience of the promoters & management and trends in industry.
- ❖ Selling prices of Raw salt / Coarse Salt estimated as Tsh. 150,500 per MT and Tsh. 370,875/ for refined free flow salt. An Year on year increase of 6% assumed in selling price.
- ❖ **Peponi Industries Limited** has allowed for 30 days to collect receivables due to knowledge and experience with customers in the industry.
- ❖ Inventory days in predicted at 60 days for RM and PM and FG & SFG together at 30 days, which is extremely conservative.

- ❖ The personnel burden includes contribution by the Company to employee provident fund.
- ❖ Finance cost assumed @ 14% on short term and long term borrowing and 11% on loans from related parties.
- ❖ The corporate tax charged is 30% of the profits. Capital investment allowance is 50%.
- ❖ The capital assets are exempted from custom duty and Value Added Tax.
- ❖ The Written down value method has been applied to depreciate the company's capital items.

## 9. Economic Aspects and Manpower

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

- Peponi Industries Limited will create employment for more than 114 people on permanent contract basis as well as on temporary basis.
- It will generate substantial revenue to the government in the form of corporate tax, value added tax and pay as you earn.
- The product is import substitution and can save foreign exchange to the country.
- Peponi Industries Limited aims to export as well to countries nearby thus creating foreign exchange earnings for the country.

## 10. Conclusion and recommendation

The project is technically feasible, financially viable, and economic values

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## 10. Conclusion and recommendations

The project is technically feasible, financially viable, and economically sound, provided the sponsors will manage it efficiently.

Peponi Industries Limited  
DEPRECIATION

US\$

	value	Rate%	1	2	3	4	5	6	7	8	9	10
land and civil works	575,000	4.0	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
Machinery and equipment	2,050,000	12.5	256,250	256,250	256,250	256,250	256,250	256,250	256,250	256,250	256,250	256,250
Furniture & fittings	50,000	12.5	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250
Motor vehicles	300,000	25.0	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000
<b>Total</b>			<b>662,500</b>	<b>662,500</b>	<b>662,500</b>	<b>662,500</b>	<b>662,500</b>	<b>662,500</b>	<b>662,500</b>	<b>662,500</b>	<b>662,500</b>	<b>662,500</b>

**Peponi Industries Limited**  
***SALES REVENUE***

US\$

	65	70	80	90				
Salt Annual Production	52,000	56,000	64,000	72,000	80,000	80,000	80,000	80,000
Sales Revenue	7,800,000	8,400,000	9,600,000	10,800,000	12,000,000	12,000,000	12,000,000	12,000,000
Grand Total	7,800,000	8,400,000	9,600,000	10,800,000	12,000,000	12,000,000	12,000,000	12,000,000

**PEPONI INDUSTRIES LIMITED**

**PROJECTED PROFIT AND LOSS ACCOUNTS**

US\$

	1	2	3	4	5	6	7	8
SALES REVENUE								
NET SALES REVENUE	7,800,000	8,400,00	9,600,000	10,800,000	12,000,000	12,000,000	12,000,000	12,000,000
PRODUCTION COST	5,070,000	5,460,000	6,240,000	7,020,000	7,800,000	7,800,000	7,800,000	7,800,000
TOTAL	5,070,000	5,460,000	6,240,000	7,020,000	7,800,000	7,800,000	7,800,000	7,800,000
OPERATING PROFITS	5,070,000	5,460,000	6,240,000	7,020,000	7,800,000	7,800,000	7,800,000	7,800,000
FINANCIAL & CAPITAL CHARGES								
DEPRECIATION	662,500	662,500	662,500	662,500	662,500	662,500	662,500	662,500
PROFIT BEFORE TAX	4,407,500	4,797,500	5,577,500	6,357,500	7,7137,500	7,7137,500	7,7137,500	7,7137,500
TAXATION 30%	1,322,250	1,439,250	1,673,250	1,907,250	2,141,250	2,141,250	2,141,250	2,141,250

<i>PROFIT AFTER TAX</i>	<i>3,085,250</i>	<i>3,358,250</i>	<i>3,904,250</i>	<i>4,450,250</i>	<i>4,996,250</i>	<i>4,996,250</i>	<i>4,996,250</i>	<i>4,996,250</i>
<i>CUMULATIVE</i>	<i>3,085,250</i>	<i>6,443,500</i>	<i>10,347,750</i>	<i>14,798,000</i>	<i>19,794,250</i>	<i>24,790,500</i>	<i>29,786,750</i>	<i>34,783,000</i>

***PEPONI INDUSTRIES LIMITED  
PROJECTED CASHFLOW***

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
<b>CASH IN FLOW:</b>									

<b>CAPITAL INFLOW</b>	<b>3,475,000</b>								
<b>TOTAL</b>	<b>3,475,000</b>								
<b>OPERATIONAL INFLOW</b>									
<b>Profit before tax</b>		<b>4,407,500</b>	<b>4,797,500</b>	<b>5,557,500</b>	<b>6,357,500</b>	<b>7,137,500</b>	<b>7,137,500</b>	<b>7,137,500</b>	<b>7,137,500</b>
<b>Depreciation</b>		<b>662,500</b>	<b>662,500</b>	<b>662,500</b>	<b>662,500</b>	<b>662,500</b>	<b>662,500</b>	<b>662,500</b>	<b>662,500</b>
<b>Total cash inflow</b>		<b>5,070,000</b>	<b>5,460,000</b>	<b>6,240,000</b>	<b>7,020,000</b>	<b>7,800,000</b>	<b>7,800,000</b>	<b>7,800,000</b>	<b>7,800,000</b>
<b>Capital out flow investment</b>	<b>3,475,000</b>								
<b>Operational outflow taxation</b>		<b>1,322,250</b>	<b>1,439,250</b>	<b>1,673,250</b>	<b>1,907,250</b>	<b>2,141,250</b>	<b>2,141,250</b>	<b>2,141,250</b>	<b>2,141,250</b>
<b>Total cash outflow</b>		<b>1,322,250</b>	<b>1,439,250</b>	<b>1,673,250</b>	<b>1,907,250</b>	<b>2,141,250</b>	<b>2,141,250</b>	<b>2,141,250</b>	<b>2,141,250</b>
<b>Net cashflow</b>		<b>3,747,750</b>	<b>4,020,750</b>	<b>4,566,750</b>	<b>5,112,750</b>	<b>5,658,750</b>	<b>5,658,750</b>	<b>5,658,750</b>	<b>5,658,750</b>



## PROJECTED LONG TERM LOAN REPAYMENT

(Fig. In USD \$ '000')

Repayments				
Year	Principle	Interest	Total	amount
0				2,000.0
I	200.0	200.0	400.0	1,800.0
II	200.0	180.0	380.0	1,600.0
III	200.0	160.0	360.0	1,400.0
IV	200.0	140.0	340.0	1,200.0
V	200.0	120.0	320.0	1,000.0
VI	200.0	100.0	300.0	800.0
VII	200.0	80.0	280.0	600.0
VIII	200.0	60.0	260.0	400.0
IX	200.0	40.0	240.0	200.0

