

BAKHRESA FOOD PRODUCTS LIMITED
P.O. BOX 2517 DAR ES SALAAM, TANZANIA

BUSINESS PLAN

PROJECT NAME:

INTEGRATED SOFT DRINKS PRODUCTION PROJECT

ACTIVITY:

**PRODUCTION OF PET BOTTLES & HDPE CAPS AND FILLING OF
AZAM BRAND SOFT DRINKS**



September 2023

DAR ES SALAAM

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1.0. EXECUTIVE SUMMARY

This is an investment by Bakhresa Food Products Limited (BFPL) to set up a Soft drinks production and bottling facility in Mwandege in Mkuranga District. The project shall involve conversion of PET and HDPE resin for production of bottles and caps respectively and bottling of various types of soft drinks for production of Azam Brand of Juices and Soft Drinks. The project involves building factory sheds and warehouses, setting up injection moulding facilities for PET and HDPE conversion, installing product blending, bottling, and packing lines along with ancillary equipments and setting up an extensive distribution infrastructure.

The plant shall have an installed capacity to produce 972,000 litres per day of juices and soft drinks which would be packed in PET bottles in sizes of 500ml and 300ml. The products will be marketed throughout Tanzania and exported to East & Central African countries and also to GCC countries. The operations of the plant will make high quality fruit juices and soft drinks to be made available at affordable prices.

Excluding additional working capital, the project capital investment will be approx. US\$ 57.72 million, the major components being, Plant and machinery US\$ 46.42 million, Civil construction US\$ 2.30 million and Trucks & Trailers US\$ 9.00 million.

The financing of the project would be by way of term facilities from banks and internally generated funds. The additional working capital will be financed partly by the company from internal sources and partly by bank overdraft. The targeted commencement of commercial operations is July 2025.

The plant is projected to attain optimum capacity utilization soon after commissioning of the project. The operations of the plant are expected to generate significant revenues for the government in the form of VAT, employment taxes and corporate tax. The economic and social benefits of the project include generation of direct employment for around 435 Tanzanians and around 15 foreign experts. Indirect employment for many more Tanzanian citizens are expected..

It is therefore financially attractive and socially and economically desirable to warrant the Tanzania Investment Centre's approval and support.

Project highlights:

1. Description of the Project

To set up a modern facility with the capacity for operating multiple production units including conversion of plastic resin, production of carbonated soft drinks and juices and filling and packaging of soft drinks in PET bottles. The project shall be known as '**Integrated Soft Drinks Production Project**'.

2. Type of Enterprise

Production of food products

3. Investment Break-up (in millions)

Plant and Equipment	US\$ 46.42
Distribution Vehicles	US\$ 9.00
Factory shed/warehouse	<u>US\$ 2.30</u>
Total Investment	<u>US\$ 57.72</u>

4. Project Financing (in millions)

Loans	US\$ 39.93
Internal funds	US\$ 17.79

5. Source, Terms and Conditions of Project Financing

Term loan from banks for periods up to 84 months in Euro and US Dollar denominations with interest rate margins of 1.10% above Euribor and around 2.20% above SOFR for Euro and USD loans respectively.

6. Implementation period

Project implementation and commissioning targeted for June 2025

7. Operative date

July 2025

2.0. PROJECT BACKGROUND

2.1. Introduction

Bakhresa Food Products Limited (BFPL) was incorporated in 1997 and its business activities comprise of production of bottled mineral water, Fruit juice drinks, Ice creams and carbonated soft drinks. The company operates its manufacturing activities in the Vingunguti Industrial Area, Buguruni Area and Changombe Area of Dar es Salaam and in Mwanedege, Mkuranga district.

BFPL is currently a market leader in products like bottled drinking water sold under the brand name "Uhai", Fruit juice drinks in long life packings sold as African Frutti, Ice Creams and Ice Lollies with the name 'Azam' and Soft drinks in PET bottles sold under 'Azam' brand.

This new project has the objective of end to end integration of the processes involved in production of finished goods in the form of high quality soft drinks packed in PET bottles. This project will incorporate new features to the operations of the bottling division by adding PET resin conversion for production of Preforms and HDPE resin conversion for production of caps. The new bottling lines will also have the capability to produce newer varieties of products which are expected to find significant market in GCC countries. The new facility shall facilitate market expansion for the existing and new range of products throughout Tanzania and also to cater to the export market mostly left un-serviced until now. The value addition generated due to extended backward integration will result in better market support.

The supply requirements for demand of the exiting product range and the planned new variety shall be substantial. The total product requirement will be significantly higher if the markets in the East, Central and Southern African countries and the newly inducted GCC market are considered. BFPL is determined to capitalize on this potential demand for its products.

The existing plant capacity has been operating in multiple shifts ever since the plant was commissioned to supply as much product as possible. It is expected that the new plant would also be achieving similar utilization levels after it starts operating.

It is this background that prompted BFPL to consider investing in this project in Mwanedege, Mkuranga District.

2.2. Promotors and Owners

2.2.1. The Company:

The project is sponsored by M/S Bakhresa Food Products Limited.

2.2.2. Shareholders and Directors:

BFPL has a paid up share capital of Tshs.478 million comprising of 4,780 shares and Reserves worth Tshs 140 billion as on 31 December 2022. The shareholding is as follows:

- | | |
|---------------------------------------|-------------|
| • Mr. Said Salim Awadh Bakhresa | 1000 shares |
| • Mrs. Fathiya Ahmed | 1000 shares |
| • Mr. Abubakar Said Salim Bakhresa | 1000 shares |
| • Azam Marine Company Ltd | 350 shares |
| • Bakhresa Grain Milling (Rwanda) Ltd | 1430 shares |

The Board of Directors of the company comprises of Mr. Said Salim Awadh Bakhresa and Mr. Abubakar Said Salim Bakhresa.

2.2.3. Industrial experience:

BFPL was incorporated on 15th December 1997 as a private limited liability company in Tanzania. The primary activities of the company are production of bottled drinking water, juice & ice cream.

Mr. Said Salim Awadh is the Chairman and Managing Director & together with Mr Abubakar Bakhresa manages the policies & day to day affairs of the company.

Mr. Said has got over 40 years of rich experience in creating and building business enterprises. Mr. Abubakar is a graduate in finance and business administration from Georgetown University in USA and has got the successful track record of implementing mega projects for the group all of which are running successfully.

The Company has got specialists in all the fields. The company has the rich experience of local employees as well as expatriate employees from Kenya, Germany, Philippines & India. It has experienced engineers, food technologists, quality controllers, accountants, storekeepers and administrative staff who are well trained in their respective fields.

2.2.4. Financial performance of BFPL

(in T.shs.'000)

<u>Year</u>	<u>Sales</u>	<u>Gross profit</u>	<u>Net profit (Pre-Tax)</u>
2020	329,126,822	66,306,758	14,023,174
2021	427,993,078	90,422,704	37,222,680
2022	536,255,865	102,920,789	31,018,583

2.3. Economic Industrial Policies:

Currently the Government is pursuing policies encouraging the private sector to take a commanding role in the economic development of the country.

Many of the projects of Bakhresa Group are approved by Tanzania Investment Centre which are running successfully and contributing to the economic growth of the country.

The projects previously approved by TIC are given below:

1. Said Salim Bakhresa & Company Limited-----to set up wheat mill at Kipawa, Dar es Salaam
2. Said Salim Bakhresa & Company Limited-----to expand and set up 500 ton wheat mill plant at Mzizima, Dar es Salaam
3. Azam Bakeries Company Limited-----to expand and rehabilitate bakery division of SSBC and set up a new biscuit plant at Kipawa, Dar es Salaam
4. Bakhresa Food Products Limited-----to set up food processing industry to produce ice cream products, artificial juices and mineral water at Kipawa, Dar es Salaam.

5. Omar Packaging Industries Limited----to set up a plastic packing material manufacturing plant at 110 Nyerere Road, Dar es Salaam.
6. Said Salim Bakhresa & Company Limited--- to expand and set up a new 500 ton wheat mill plant at Plot No.74/1, Nyerere road, Dar es Salaam.
7. Bakhresa Food Products Ltd--- to set up a production unit for fruit juice in Tetra Pak packing at Vingunguti Industrial Area, Dar es Salaam.
8. Bakhresa Food Products Ltd--- to set up Ice Cream production unit at Vingunguti Industrial Area, Dar es Salaam.
9. Said Salim Bakhresa & Company Limited--- to expand and set up a new 500 ton wheat mill plant at Plot No.74/1, Nyerere road, Dar es Salaam.
10. Bakhresa Food Products Limited---to expand the production capacity of Uhai Drinking water and Azam bottled flavoured drink.
11. Bakhresa Food Products Limited – to set up a PET bottle recycling plant at Plot 182 & 183 Mbozi Road, Dar es Salaam.
12. Bakhresa Food Products Limited – to set up a Carbonated Soft Drinks production plant at Mkuranga.
13. Azam Media Limited – to set up a digital tele transmission and broadcast company.
14. Bakhresa Food Products Ltd – to set up a state of the art Ice Lolly production facility at Mkuranga.

It is noteworthy that nearly all the projects approved by Tanzania Investment Centre under Bakhresa Group are successfully running and contributing to the economic growth of Tanzania & providing jobs for the Tanzanian nationals and the rest are being implemented as per schedule.

The current industrial policies are conducive for further investments and it is with this belief that the management wishes to invest in this new high value project.

3.0. Market and Plant Capacity:

The new project will cater to the market for carbonated soft drinks in the outer regions of Tanzania which has not been entered into by the company. The export market comprising of east, central and southern African countries are developing into strong zones for the company's products. New market areas have been identified in Oman, UAE and Comoros which have indicated preference for speciality products which can be produced from the new project. Through the new project the current demand supply gap is expected to be bridged comfortably.

The plant capacity utilization will progressively but rapidly increase as the market coverage grows. The thrust for growth in the local and export markets will be affected simultaneously. Due to the in-house capacity building for production of preforms and caps, the overall utilization of the bottling plant capacity will be facilitated. Production capacity will be channelled to cater to the product wise demands equitably in order to hedge the risk of over-dependence on any particular product or range of products. Based on the projections the average plant capacity utilization should range between 85% - 90% in the year following commissioning of the project.

4.0. PLANT INPUTS

4.1. RAW MATERIALS

The main raw materials are flavoured compounds, fruit pulps and concentrated fruit juices, flavour concentrates, sugar and carbon dioxide. The fruits whose juices will be produced are Mango, Orange and Pineapple. The fruits available in Tanzania are Mango, Pineapple, Tamarind and Orange. These fruits are used to extract pulp and then aseptically packed for juice production. Concentrated flavour compounds are imported from European countries. Refined sugar is imported from Taiwan, UAE and India. Liquid Carbon dioxide is obtained from Tanzanian and Kenyan producers .

4.2. POWER SUPPLY

The project will depend on TANESCO for its power supply. However, standby generators of 1,500 KVA will be installed to ensure continuous power supply.

5.0. PROJECT ENGINEERING

5.1. LOCATION

The plant will be located at plot No 2, Block-A, Mwandege, Mkuranga district. The property belongs to the company and is of adequate dimensions to cater to requirements. The location is very good as it is served by main road. It has power, water and telecommunication connections.

5.2. PLANT AND MACHINERY

Machineries and equipments will be supplied by reputed manufacturers from across the world. PET injection moulding lines will be from Husky Inc., Luxembourg, Cap moulding Lines from Sacmi Ltd, Italy, Integrated Bottling Lines from Kronos Ag, Germany and ancillary equipment from European manufacturers.

6.0. COSTS

6.1. FIXED CAPITAL COSTS

The capital costs for the project is estimated at US\$ 57.72 million summarised as follows:

(in US\$ million)

Item Description	Local	Foreign	Total
Buildings	0.50	1.80	2.30
Plant, Equipment & Fittings	3.95	42.47	46.42
Motor Vehicles	-	9.00	9.00
TOTAL	4.45	53.27	57.72

7.0. MANPOWER

This project will employ around 435 Tanzanians and 15 foreign specialists. The foreign specialists will be responsible for the operations of key technical and specialized areas which require personnel with specialized qualifications and experience. These experts will also be responsible for training our Tanzanian workforce in order to increase their level of skills to enable them to undertake higher responsibilities.

7.1. Organisation Structure:

The organization structure will consist of highly skilled and semi-skilled personnel in various levels of operation to cater to the horizontal and vertical operation requirements. An organization structure is shown in **ANNEXURE II**.

8.0. Economic and Social benefits

In addition to good profits, the project will generate for the investors other economic and social benefits as under:

- The project would provide the people of Tanzania with more varieties of refreshing soft drinks at an affordable price.
- The project will generate foreign exchange by exporting the products.
- The project will generate direct employment to around 435 Tanzanians and indirect employment to many more.
- The project operations will contribute significantly to the Government exchequer in the form of taxes and duties.
- Small and medium ancillary industries connected to the operations of the project will be supported.

9.0. Project Implementation Schedule:

As already mentioned, the implementation of the project will be supervised by the experienced team of BFPL staff supported by engineers from vendors of the plant during the erection and commissioning. The implementation of the project has already started & civil works are being carried out. Negotiations with the suppliers of machineries and equipments have either been finalized or are at an advanced stage.

10.0. Conclusions and Recommendations

In order to take advantage of the current Government policies of encouraging the private sector to take a leading role in the economic activities of the country, BFPL wishes to implement this large manufacturing project in Mwandege in order to generate higher value for the shareholders and the economy and also cater to the ever increasing demand in Tanzania and the neighbouring countries.

The project is profitable to the promoters and is economically and socially beneficial to the nation as a whole.

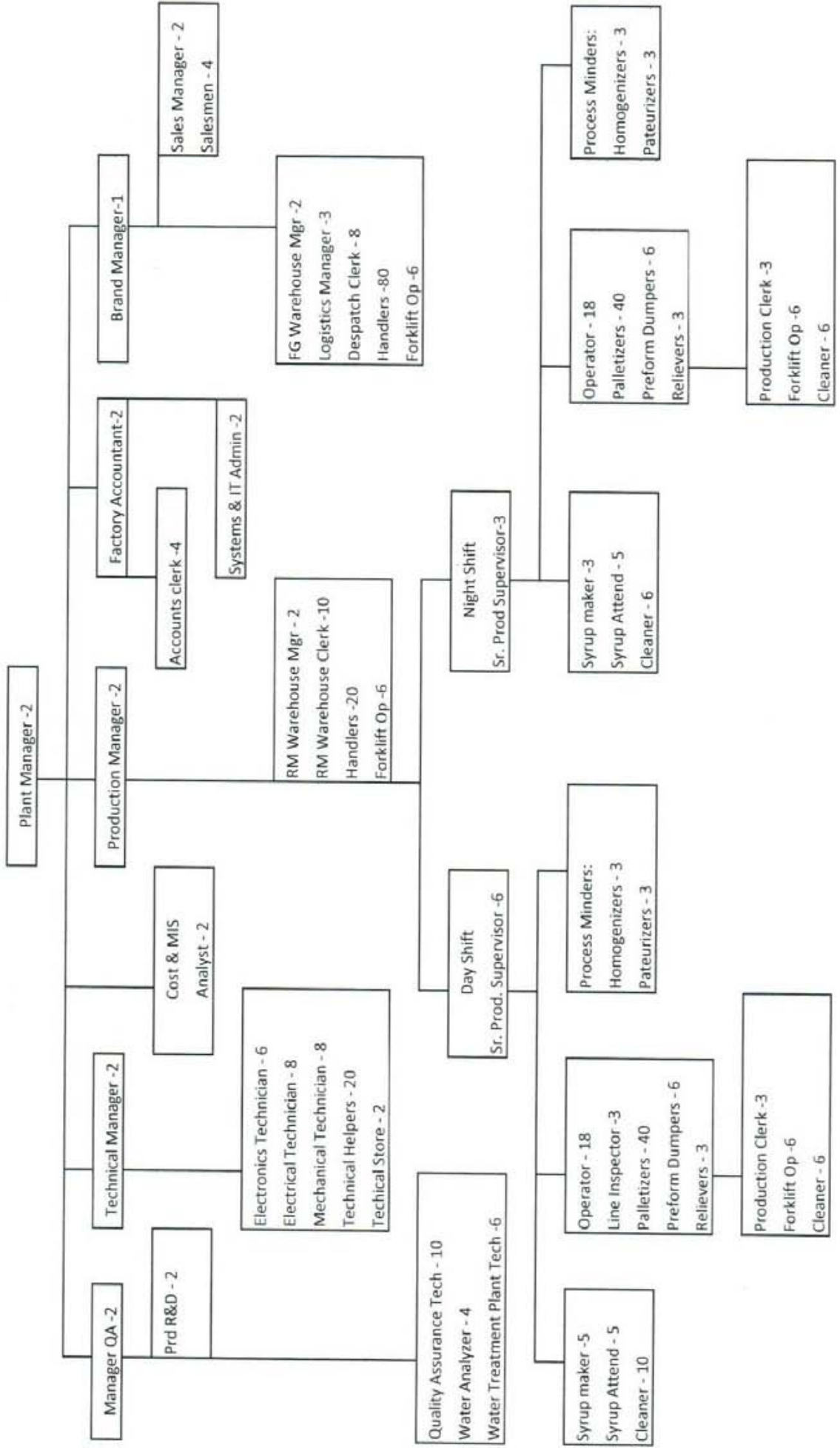
It is, therefore, recommended for approval and support by all concerned. In view of its substantial benefits to the economy of the country, it is the hope of the investors that the Tanzania Investment Centre will approve this project as a strategic investment and grant it the required incentives as stipulated in the Tanzania Investment Act, 1997 and later.

ANNEXURE I

Major assumptions used:

- Number of Sales days per year 300
- VAT on capital goods Zero (deferred and discharged)
- Working capital Financed from BFPL internally generated funds/Bank overdraft
- Dividends Based on net revenues and cash flows
- Tax Laws As per current stipulations
- Foreign Currency Normal Availability

Organization Chart



Bakhresa Food Products Limited

Projected Balance Sheet as at the year end

	Actual		Projected															
	2022	Tshs	2023	Tshs	2024	Tshs	2025	Tshs	2026	Tshs	2027	Tshs	2028	Tshs	2029	Tshs	2030	Tshs
ASSETS																		
Fixed Assets:																		
Net Fixed Assets	215,000,843,262	189,297,195,445	305,080,034,096	266,820,865,922	241,898,007,359	213,685,026,404	189,406,479,975	214,932,055,604	190,161,319,126									
Investments	4,489,853,541	4,489,853,541	4,489,853,541	4,489,853,541	4,489,853,541	4,489,853,541	4,489,853,541	4,489,853,541	4,489,853,541	4,489,853,541	4,489,853,541	4,489,853,541	4,489,853,541	4,489,853,541	4,489,853,541	4,489,853,541	4,489,853,541	4,489,853,541
Total Fixed Assets	219,490,696,803	193,787,048,986	309,569,887,637	271,310,719,463	246,387,860,900	218,174,879,945	193,896,333,516	219,421,909,145	194,651,172,667									
Current Assets:																		
Inventory	109,995,094,103	120,000,000,000	125,000,000,000	173,227,087,222	217,367,714,338	219,462,464,338	265,994,342,206	268,765,696,456	282,995,435,852									
Trade Receivables	20,937,952,976	27,034,291,667	28,167,361,769	33,619,730,744	42,186,497,191	42,593,044,066	43,019,918,284	52,161,763,457	87,877,530,080									
Deposits & Advances	15,424,118,165	15,000,000,000	15,000,000,000	15,000,000,000	15,000,000,000	15,000,000,000	15,000,000,000	15,000,000,000	15,000,000,000									
Cash & equivalent	29,520,286,411	22,251,981,157	15,207,873,208	14,108,335,565	35,745,726,019	42,137,706,461	70,544,841,751	79,086,886,768	107,576,372,499									
Total Current Assets	175,877,451,655	184,286,272,824	183,375,234,977	235,955,153,530	310,299,937,548	319,193,214,864	394,559,102,241	415,014,346,681	493,449,338,432									
Total Assets	395,368,148,458	378,073,321,810	492,945,122,613	507,265,872,994	556,687,798,448	537,368,094,809	588,455,435,757	634,436,255,826	688,100,511,099									
CAPITAL & LIABILITIES																		
Capital & Reserves:																		
Share Capital	478,000,000	478,000,000	478,000,000	478,000,000	478,000,000	478,000,000	478,000,000	478,000,000	478,000,000									
Share Premium	68,501,189,060	68,501,189,060	68,501,189,060	68,501,189,060	68,501,189,060	68,501,189,060	68,501,189,060	68,501,189,060	68,501,189,060									
Profits and Reserves	140,344,864,606	171,233,661,134	197,395,905,390	227,257,471,926	277,911,569,798	333,838,774,955	394,315,164,436	452,422,499,083	515,107,314,133									
Total Capital & Reserves	209,324,053,666	240,212,850,194	266,375,094,450	296,236,660,986	346,890,758,858	402,817,964,015	463,294,353,496	521,401,688,143	584,086,503,193									
Non Current Liability:																		
Long Term Loan from Banks	-	-	99,831,425,000	76,942,854,167	54,054,283,333	31,165,712,500	20,777,141,667	10,388,570,833	(0)									
Deferred Tax Liability	30,401,257,021	-	-	-	-	-	-	-	-									
Total Term Liability	30,401,257,021	-	99,831,425,000	76,942,854,167	54,054,283,333	31,165,712,500	20,777,141,667	10,388,570,833	(0)									
Current Liabilities:																		
Bank finance - Working Capital	29,501,871,775	41,215,168,867	37,507,256,338	26,300,000,000	15,600,000,000	14,800,000,000	13,300,000,000	12,000,000,000	10,800,000,000									
Dues to Associate Companies	8,233,362,177	2,698,860,762	1,500,000,000	1,875,000,000	2,250,000,000	2,250,000,000	2,250,000,000	2,250,000,000	2,250,000,000									
Trade Payables	102,204,376,959	74,617,322,442	72,566,762,523	86,613,543,611	108,683,857,169	54,865,616,085	55,415,487,960	55,992,853,428	56,599,087,170									
Current Tax Liability	9,744,048,473	13,238,055,655	11,212,390,395	12,797,814,230	21,708,899,088	23,868,802,210	25,918,452,635	24,903,143,420	26,864,920,735									
Provisions & Accruals	5,959,178,387	6,091,063,890	3,952,193,907	6,500,000,000	7,500,000,000	7,500,000,000	7,500,000,000	7,500,000,000	7,500,000,000									
Total Current Liability & Prov.	155,642,837,771	137,860,471,616	126,738,603,163	134,086,357,841	155,742,756,257	103,384,418,295	104,383,940,594	102,645,996,849	104,014,007,906									
Total Capital & Liabilities	395,368,148,458	378,073,321,810	492,945,122,614	507,265,872,994	556,687,798,448	537,368,094,809	588,455,435,757	634,436,255,826	688,100,511,099									

Assumptions:

1) Capital investments in projected years will be for the purpose of reinforcing civil and distribution infrastructure and capacity matching in production.

2) Inventory Holding Av. Months 3.50 - 4.00 3.50 - 4.00 4.00 - 4.50 4.00 - 4.50 4.00 - 4.50 4.00 - 4.50 4.50 - 5.00 4.50 - 5.00 4.50 - 5.00
 Value 121,883,416,667 126,991,834,415 173,227,087,222 217,367,714,338 219,462,464,338 265,994,342,206 268,765,696,456 282,995,435,852
 Say 120,000,000,000 125,000,000,000 173,227,087,222 217,367,714,338 219,462,464,338 265,994,342,206 268,765,696,456 282,995,435,852

- 3) Trade receivables: Normal average levels are around two weeks of gross sales. Additional allowance upto 4 weeks is assumed in the later years to reinforce the market.
 4) Peak requirement of Bank finance for working capital will depend on material procurement cycles, price trends, and governmental regulations.
 5) Capital investments in projected years will be for reinforcing civil and distribution infrastructure and capacity matching in production.
 6) Dues to Associate companies are on account of supplies received from them e.g. Omar Packaging for labels and shrink wraps
 7) Trade Payables: Current levels are higher due to high volumes of procurement on bulk shipment basis due to material availability and freight reasons. The levels are expected to normalize and get reduced as the procurement volume normalizes and fund availability rises with increase in operational volumes.
 8) Corporate Tax Liability is assumed at 30%
 9) No change in selling price of FGs and volume based cost escalation over the projected period

Bakhresa Food Products Limited

Projected Profit & Loss Account for the year ending 31st December

Particulars	Actual		Projected											
	2022	2023	2024	2025	2026	2027	2028	2029	2030					
	Tshs	Tshs	Tshs	Tshs	Tshs	Tshs	Tshs	Tshs	Tshs	Tshs	Tshs	Tshs	Tshs	Tshs
Revenue														
Sales value	536,255,865,469	549,850,000,000	572,895,493,602	683,791,133,771	858,030,451,335	866,299,201,335	874,981,388,835	884,097,685,710	893,669,797,428					
Other Income	5,192,762,142	150,000,000	150,000,000	320,000,000	320,000,000	352,000,000	352,000,000	387,200,000	387,200,000					
Total Revenue	541,448,627,611	550,000,000,000	573,045,493,602	684,111,133,771	858,350,451,335	866,651,201,335	875,333,388,835	884,484,885,710	894,056,997,428					
Cost of production	413,331,245,754	417,886,000,000	435,400,575,137	519,681,261,666	652,103,143,014	658,387,393,014	664,985,855,514	671,914,241,139	679,189,046,046					
Total cost of production	413,331,245,754	417,886,000,000	435,400,575,137	519,681,261,666	652,103,143,014	658,387,393,014	664,985,855,514	671,914,241,139	679,189,046,046					
Gross profit	128,117,381,857	132,114,000,000	137,644,918,464	164,429,872,105	206,247,308,320	208,263,808,320	210,347,533,320	212,570,644,570	214,867,951,383					
Overhead costs:														
Administration overheads	14,140,150,714	13,746,250,000	14,322,387,340	17,094,778,344	21,450,761,283	21,657,480,033	21,874,534,721	22,102,442,143	22,341,744,936					
Selling & Distribution Expenses	48,398,794,911	46,737,250,000	48,696,116,956	58,122,246,371	72,932,588,363	73,635,432,113	74,373,418,051	75,148,303,285	75,961,932,781					
Depreciation	29,561,776,682	25,703,647,817	28,529,607,717	38,259,168,173	37,922,858,563	28,212,980,956	24,278,546,429	29,474,424,371	24,770,736,478					
Total Overhead Expenses	92,100,722,307	86,187,147,817	91,548,112,013	113,476,192,888	127,306,208,210	123,505,893,102	120,526,499,201	126,725,169,799	123,074,414,195					
Earnings / (Loss) before Interest & Tax	36,016,659,550	45,926,852,183	46,096,806,452	50,953,679,217	78,941,100,111	84,757,915,218	89,821,034,120	85,845,474,771	91,793,537,188					
Finance Costs:														
- Interest on Term loan	-	-	6,922,171,800	6,494,298,451	4,778,103,151	3,061,907,851	1,626,192,003	1,034,996,703	443,801,403					
- Interest on Overdraft & Bank chgs	4,998,076,373	1,800,000,000	1,800,000,000	1,800,000,000	1,800,000,000	1,800,000,000	1,800,000,000	1,800,000,000	1,800,000,000					
Total finance costs	4,998,076,373	1,800,000,000	8,722,171,800	8,294,298,451	6,578,103,151	4,861,907,851	3,426,192,003	2,834,996,703	2,243,801,403					
Net profit/(loss) before tax	31,018,583,177	44,126,852,183	37,374,634,652	42,659,380,766	72,362,996,959	79,896,007,367	86,394,842,116	83,010,478,068	89,549,735,785					
Tax	(9,644,953,953)	(13,238,055,655)	(11,212,390,395)	(12,797,814,230)	(21,708,899,088)	(23,968,802,210)	(25,918,452,635)	(24,903,143,420)	(26,864,920,735)					
Profit / (loss) after tax	21,373,629,224	30,888,796,528	26,162,244,256	29,861,566,536	50,654,097,872	55,927,205,157	60,476,389,481	58,107,334,648	62,684,815,049					

Bakhrasa Food Products Limited
 Proj.Cash flow for the year ending 31st December

Particulars	Projected									
	2023	2024	2025	2026	2027	2028	2029	2030		
	Tshs	Tshs	Tshs	Tshs	Tshs	Tshs	Tshs	Tshs	Tshs	Tshs
OPERATING ACTIVITY										
Net Profit after tax	44,126,852,183	37,374,634,652	42,659,380,766	72,362,996,959	79,896,007,367	86,394,842,116	83,010,478,068	89,549,735,785		
Add: Depreciation for the year	25,703,647,817	28,529,607,717	38,259,168,173	32,922,858,563	28,212,980,956	24,278,546,429	29,474,424,371	24,770,736,478		
Op. Profit before working cap. chgs	69,830,500,000	65,904,242,368	80,918,548,939	105,285,855,522	108,108,988,322	110,673,388,545	112,484,902,439	114,320,472,262		
(Increase)/ Decrease in Inventory	(10,004,905,897)	(5,000,000,000)	(48,227,087,222)	(44,140,627,116)	(2,094,750,000)	(46,531,877,868)	(2,771,354,250)	(14,229,739,397)		
(Incr)/ Decr in Trade Receivables	(6,096,338,691)	(1,133,070,102)	(5,452,368,975)	(8,566,766,447)	(406,546,875)	(426,874,219)	(9,141,845,173)	(35,715,766,624)		
(Incr)/ Decr in Deposits & Adv	424,118,165	-	-	-	-	-	-	-		
Incr / (Decr) in Bank Overdraft / PIL	11,713,297,092	(3,707,912,529)	(11,207,256,338)	(10,700,000,000)	(800,000,000)	(1,500,000,000)	(1,300,000,000)	(1,200,000,000)		
Incr / (Decr) in payables to Ass. Co.	(5,534,501,415)	(1,198,860,762)	375,000,000	375,000,000	-	-	-	-		
Incr / (Decr) in Trade Payables	(27,587,054,517)	(2,050,559,919)	14,046,781,088	22,070,313,558	(53,818,241,085)	549,871,875	577,365,469	606,233,742		
Incr / (Decr) in Provisions & Accruals	131,885,503	(2,138,869,983)	2,547,806,093	1,000,000,000	-	-	-	-		
Cash generated from operations	32,877,000,240	50,674,969,073	33,001,423,585	65,323,775,517	50,989,450,363	62,764,508,334	99,849,068,485	63,781,199,984		
Less: Corporate Tax paid	(9,744,048,473)	(13,238,055,655)	(11,212,390,395)	(12,797,814,230)	(21,708,899,088)	(23,968,802,210)	(25,918,452,635)	(24,903,143,420)		
NET CASH FROM OPERATING ACTIVITY	23,132,951,767	37,436,913,418	21,789,033,190	52,525,961,288	29,280,551,275	38,795,706,124	73,930,615,850	38,878,056,564		
FINANCING ACTIVITY										
Incr/(Decr) in Term loan from Banks	-	99,831,425,000	(22,888,570,833)	(22,888,570,833)	(22,888,570,833)	(10,388,570,833)	(10,388,570,833)	(10,388,570,833)		
NET CASH FROM FINANCING ACTIVITY	-	99,831,425,000	(22,888,570,833)	(22,888,570,833)	(22,888,570,833)	(10,388,570,833)	(10,388,570,833)	(10,388,570,833)		
INVESTING ACTIVITY										
Adj. of Deferred Tax	(30,401,257,021)	-	-	-	-	-	-	-		
Purchase of Assets	-	(144,312,446,367)	-	(8,000,000,000)	-	-	(55,000,000,000)	-		
NET CASH FROM INVESTING ACTIVITY	(30,401,257,021)	(144,312,446,367)	-	(8,000,000,000)	-	-	(55,000,000,000)	-		
NET INCR / (DECR) IN CASH OR EQUIV	(7,268,305,254)	(7,044,107,949)	(1,099,537,644)	21,637,390,454	6,391,980,442	28,407,135,290	8,542,045,017	28,489,485,731		
OPENING BALANCE CASH & EQUIV	29,520,286,411	22,251,981,157	15,207,873,208	14,108,335,565	35,745,726,019	42,137,706,461	70,544,841,751	79,086,886,768		
CLOSING BALANCE CASH & EQUIV	22,251,981,157	15,207,873,208	14,108,335,565	35,745,726,019	42,137,706,461	70,544,841,751	79,086,886,768	107,576,372,499		

Annual Production:	2024		2025		2026		2027		2028		2029		2030	
	Cases	Cases	Cases	Cases	Cases	Cases	Cases	Cases	Cases	Cases	Cases	Cases	Cases	Cases
Lines 1, 2, 3, 4, 6, 7	22,440,000	22,440,000	22,440,000	22,440,000	22,440,000	22,440,000	22,440,000	22,440,000	22,440,000	22,440,000	22,440,000	22,440,000	22,440,000	22,440,000
Line 5	7,800,000	7,800,000	7,800,000	7,800,000	7,800,000	7,800,000	7,800,000	7,800,000	7,800,000	7,800,000	7,800,000	7,800,000	7,800,000	7,800,000
Line 8	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000
Lines 9 & 10	17,160,000	13,638,000	13,638,000	13,560,000	13,560,000	13,560,000	13,560,000	13,560,000	13,560,000	13,560,000	13,560,000	13,560,000	13,560,000	13,560,000
Line 11, 12 & 13 (New Project)	0	15,822,000	15,822,000	35,400,000	35,400,000	35,400,000	35,400,000	35,400,000	35,400,000	35,400,000	35,400,000	35,400,000	35,400,000	35,400,000
Total Annual Production	49,650,000	61,950,000	61,950,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000

Annual Sales:	Local		Export		Local		Export		Local		Export		Local		Export	
	Local	Export	Local	Export	Local	Export	Local	Export	Local	Export	Local	Export	Local	Export	Local	Export
Azam Energy	17,850,000	7,650,000	21,525,000	9,225,000	27,720,000	11,880,000	27,720,000	11,880,000	27,720,000	11,880,000	27,720,000	11,880,000	27,720,000	11,880,000	27,720,000	11,880,000
Other CSD - 300ml	8,400,000	3,600,000	10,500,000	4,500,000	13,860,000	5,940,000	13,860,000	5,940,000	13,860,000	5,940,000	13,860,000	5,940,000	13,860,000	5,940,000	13,860,000	5,940,000
Other CSD - 500ml	2,100,000	900,000	3,150,000	1,350,000	4,620,000	1,980,000	4,620,000	1,980,000	4,620,000	1,980,000	4,620,000	1,980,000	4,620,000	1,980,000	4,620,000	1,980,000
Fruit Juice - 300ml	1,680,000	720,000	2,415,000	1,035,000	3,465,000	1,485,000	3,465,000	1,485,000	3,465,000	1,485,000	3,465,000	1,485,000	3,465,000	1,485,000	3,465,000	1,485,000
Fruit Juice - 500ml	3,150,000	1,350,000	4,200,000	1,800,000	5,775,000	2,475,000	5,775,000	2,475,000	5,775,000	2,475,000	5,775,000	2,475,000	5,775,000	2,475,000	5,775,000	2,475,000
Can Soda	1,575,000	675,000	1,575,000	675,000	1,732,500	742,500	1,732,500	742,500	1,732,500	742,500	1,732,500	742,500	1,732,500	742,500	1,732,500	742,500
Total	34,755,000	14,895,000	43,365,000	18,585,000	57,172,500	24,502,500	57,172,500	24,502,500	57,172,500	24,502,500	57,172,500	24,502,500	57,172,500	24,502,500	57,172,500	24,502,500
Total Annual Sales - Qty	49,650,000	61,950,000	61,950,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000	81,675,000

Annual Sales Value: Ex. VAT	TZS		US\$		TZS		US\$		TZS		US\$		TZS		US\$	
	TZS	US\$	TZS	US\$	TZS	US\$	TZS	US\$	TZS	US\$	TZS	US\$	TZS	US\$	TZS	US\$
Azam Energy	151,271,186,441	32,130,000	182,415,254,237	38,745,000	234,915,254,237	49,896,000	234,915,254,237	49,896,000	234,915,254,237	49,896,000	234,915,254,237	49,896,000	234,915,254,237	49,896,000	234,915,254,237	49,896,000
Other CSD - 300ml	67,627,118,644	12,600,000	84,533,898,305	15,750,000	111,584,745,763	20,790,000	111,584,745,763	20,790,000	111,584,745,763	20,790,000	111,584,745,763	20,790,000	111,584,745,763	20,790,000	111,584,745,763	20,790,000
Other CSD - 500ml	14,237,288,136	2,700,000	21,355,932,203	4,050,000	31,327,033,898	5,940,000	31,327,033,898	5,940,000	31,327,033,898	5,940,000	31,327,033,898	5,940,000	31,327,033,898	5,940,000	31,327,033,898	5,940,000
Fruit Juice - 300ml	15,661,016,949	3,024,000	22,512,711,864	4,347,000	32,300,847,458	6,237,000	32,300,847,458	6,237,000	32,300,847,458	6,237,000	32,300,847,458	6,237,000	32,300,847,458	6,237,000	32,300,847,458	6,237,000
Fruit Juice - 500ml	24,826,271,186	4,320,000	33,101,694,915	5,760,000	45,514,830,508	7,920,000	45,514,830,508	7,920,000	45,514,830,508	7,920,000	45,514,830,508	7,920,000	45,514,830,508	7,920,000	45,514,830,508	7,920,000
Can Soda	12,680,084,746	2,497,500	12,680,084,746	2,497,500	13,948,093,220	2,747,250	13,948,093,220	2,747,250	13,948,093,220	2,747,250	13,948,093,220	2,747,250	13,948,093,220	2,747,250	13,948,093,220	2,747,250
Total	286,302,966,102	57,271,500	356,599,576,271	71,149,500	469,585,805,085	93,530,250	469,585,805,085	93,530,250	469,585,805,085	93,530,250	469,585,805,085	93,530,250	469,585,805,085	93,530,250	469,585,805,085	93,530,250

Total Annual Turnover - Value	TZS		US\$		TZS		US\$		TZS		US\$		TZS		US\$	
	TZS	US\$	TZS	US\$	TZS	US\$	TZS	US\$	TZS	US\$	TZS	US\$	TZS	US\$	TZS	US\$
- Bottling Division	472,895,493,602	526,291,133,771	692,655,451,335	692,655,451,335	692,655,451,335	692,655,451,335	692,655,451,335	692,655,451,335	692,655,451,335	692,655,451,335	692,655,451,335	692,655,451,335	692,655,451,335	692,655,451,335	692,655,451,335	692,655,451,335
- Other Divisions	150,000,000,000	157,500,000,000	165,375,000,000	165,375,000,000	173,643,750,000	173,643,750,000	182,325,937,500	182,325,937,500	191,442,234,375	191,442,234,375	201,014,346,094	201,014,346,094	201,014,346,094	201,014,346,094	201,014,346,094	201,014,346,094
	572,895,493,602	683,791,133,771	858,030,451,335	858,030,451,335	866,299,201,335	866,299,201,335	874,981,388,835	874,981,388,835	884,097,685,710	884,097,685,710	893,669,797,428	893,669,797,428	893,669,797,428	893,669,797,428	893,669,797,428	893,669,797,428

Assumed Line Utilizations:

Lines 1-7 8 9 & 10 11-13
 Assumed Line Utiliz: 60 - 65% 50 - 55% 70 - 75% 85 - 90%

The older lines will be used at relatively lesser load for optimizing product quality and operating cost.

Depreciation:

	2024		2025		2026		2027		2028		2029		2030	
	Opening US\$	Depr US\$	Opening US\$	Depr US\$	Opening US\$	Depr US\$	Opening US\$	Depr US\$	Opening US\$	Depr US\$	Opening US\$	Depr US\$	Opening US\$	Depr US\$
Building	49,187,243,864	1,967,489,755	47,219,754,110	1,888,790,164	53,330,963,945	2,133,238,558	51,197,725,387	2,047,909,015	49,149,816,372	1,965,992,655	72,183,821,717	2,887,352,949	69,296,470,768	2,771,858,831
Machinery	124,222,959,467	15,527,869,933	224,757,535,900	28,094,691,987	196,662,843,912	24,582,855,489	172,079,988,423	21,509,996,553	150,569,989,870	18,821,248,734	131,748,741,137	16,468,592,642	115,280,348,495	14,410,018,562
Vehicles	44,136,992,115	11,034,248,029	33,102,744,086	8,275,686,021	24,827,058,064	6,206,764,516	18,620,293,548	4,655,071,387	13,965,220,161	3,491,365,040	40,473,915,121	10,118,478,780	30,355,436,341	7,588,859,085
Capital WIP	116,062,446,367													
	333,609,641,812	28,529,607,717	305,080,034,096	38,259,168,173	274,820,853,922	32,922,858,563	241,898,007,359	28,212,980,956	213,685,026,404	24,278,546,429	244,406,479,975	29,474,424,371	214,932,055,604	24,770,736,478
Asset Addition	144,312,446,367		305,080,034,096	266,820,865,922	8,000,000,000			213,685,026,404		189,406,479,975	55,000,000,000.00	214,932,055,604		190,161,319,126
(New Project)														

Term Loan:

	2024	2025	2026	2027	2028	2029	2030	Total
	TZ\$	TZ\$	TZ\$	TZ\$	TZ\$	TZ\$	TZ\$	TZ\$
Loan instalment		22,888,570,833	22,888,570,833	22,888,570,833	10,388,570,833	10,388,570,833	10,388,570,833	99,831,425,000
Loan interest	6,922,171,800	6,494,298,451	4,778,101,151	3,061,907,851	1,626,192,003	1,034,996,703	443,801,403	24,361,471,364
Total Loan payment	6,922,171,800	29,382,869,285	27,666,671,985	25,950,478,685	12,014,762,837	11,423,567,537	10,832,372,237	124,192,896,364

Total Loan Balance	99,831,425,000	76,942,854,167	54,094,283,333	31,165,712,500	20,777,141,667	10,388,570,833	0	
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Overdraft Interest:

	2024	2025	2026	2027	2028	2029	2030
	Av Ut.	Av Ut.	Av Ut.	Av Ut.	Av Ut.	Av Ut.	Av Ut.
Interest	1,800,000,000	1,800,000,000	1,800,000,000	1,800,000,000	1,800,000,000	1,800,000,000	1,800,000,000
Interest							
Total	1,800,000,000	1,800,000,000	1,800,000,000	1,800,000,000	1,800,000,000	1,800,000,000	1,800,000,000

Asset Addition 2024	
Building	5,750,000,000
Vehicles	22,500,000,000
CWIP (P & M)	116,062,446,367
Total	144,312,446,367