



# **BUSINESS PLAN 2022–2026**

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**'Transforming Helicopter Medical  
and Luxury Air Services in Tanzania'**

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# Business Plan

*Provision of Helicopter Medical Evacuation, Wilderness  
Medicine and Helicopter Charter Services*

*'Transforming Medical and Air Taxi Services in Tanzania'*

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## 1.0 EXECUTIVE SUMMARY

Tanzania has a population of 58.9 million as of January 2020 with a growth rate of 3% a year. We have one of Africa's fastest-growing economies at an average of 6-7% a year for the past decade and aim to achieve a middle-income economy by 2025.

Aviation in Tanzania is recovering after COVID-19, getting strengthened very well on the scheduled air services, however, there is also a need to adapt and advance the non-scheduled charter services, to complement the growth and rejuvenation of the targeted industries. Currently, Tanzania has about 120 registered airworthy civil Helicopters.

KILI MEDAIR AVIATION COMPANY LTD (KMAC) trading as Kili MedAir is established by young, energetic, skilled, and very well-connected Tanzanian entrepreneurs and one ex-pat with extensive aviation expertise, to simply revolutionize the non-scheduled air service (particularly helicopter services), and make it more steadfast to be able to meet its demand in the foreseeable future of Tanzania industrial-based economy.

The management of Kili MedAir is experienced in the Helicopter and Medical services arena. Previously management worked with the organization(s) that conducted the same services. Our research and projections indicate that the demand for helicopter services in tourism and potential non-tourism industries is sufficient to provide Kili MedAir with sustainable revenues in its first full year of operations.

Kili MedAir has operated for the last quarter of 2021 and with the lesson learned from experience, the management has created this plan to foresee the overall strategic direction of the company. Last year's revenues proved fruitful and promising business, however, depended on leased helicopters case by case which caused the company to undergo high direct costs in its operations, and further inconsistent service availability.

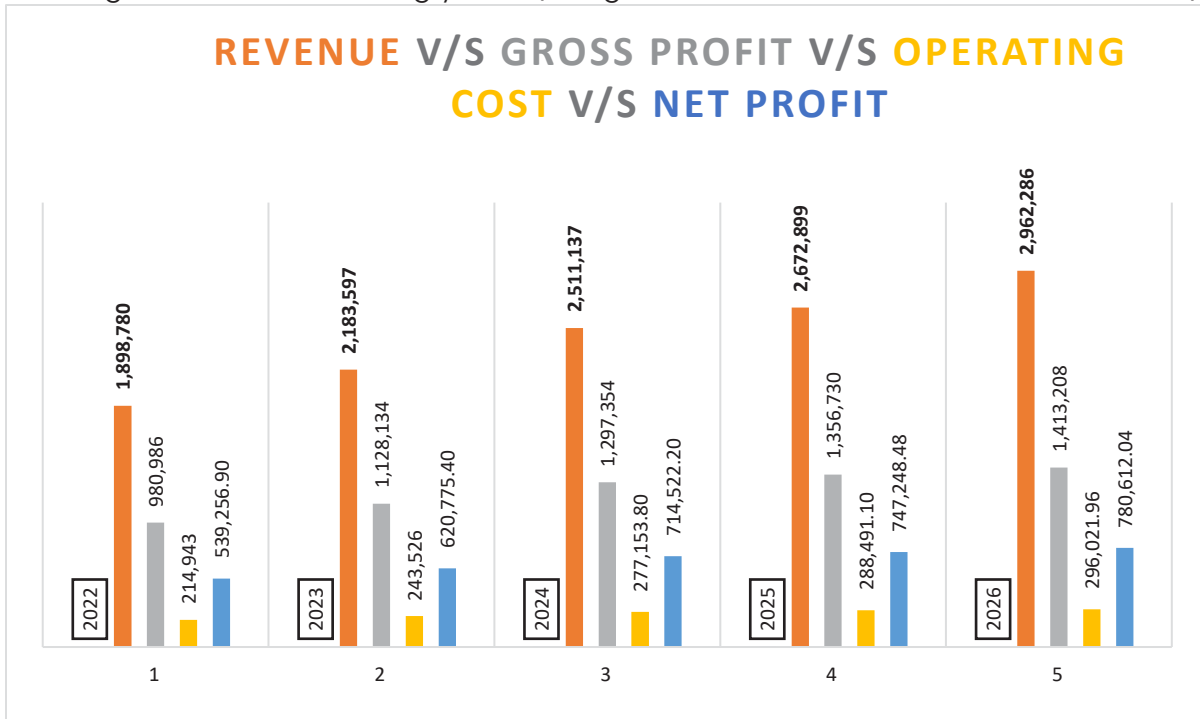
This plan focuses on securing consistent service availability to achieve the goal of being a reliable helicopter company in Tanzania. inconsistency prevailed due to various reasons such as project underfunding (lack of operating funds), The tourism situation of high and low seasons together with prolonged effects of covid-19, Lack of proper control over aircraft, poor marketing, and operational planning due to low or no budgeted are among the effects of the said issues.

Therefore, the plan further addresses the need to acquire an Aircraft as well as operating funds to move towards creating sustainable business in the long run. The plan emphasizes stationing an aircraft where it can easily serve the market, it emphasizes proper marketing and operational planning as well as quality decision making since these are key drivers to sustainability.



Looking at current operations, the profitability ratio of this business is high, thus the company can cover the costs (direct or indirect) from the revenue.

The following chart illustrates the highlights of our business plan over the first five (5) years. The sales levels will produce a respectable net profit in the first operational year and consistent growth in the following years. (All figures are in USD unless stated otherwise)



## 2.0 COMPANY BACKGROUND AND OVERVIEW

### 2.1 Company History

Kili MedAir Aviation was incorporated in December 2020, to take advantage of a specific gap in the Tanzania market for helicopter Services. After the hit of the Covid-19 pandemic, most companies especially those connected to aviation and tourism shut down operations and others slowed down in business. There was the downfall of these two industries that drag even the only helicopter-based search and rescue company in Tanzania.

It was during that time that the founders of Kili MedAir Aviation realized the gap in this service. Since Tanzania has no reliable helicopter supplier and specialized remote medicine facilities,



especially in mountain sickness, the gap exists in the reliability of service, high quality, reasonably priced sightseeing tours in the most favored aerial scenic destinations, and safety assurance, this indicated that a new entrant helicopter medical and leisure company could be expected to capture a significant portion of the current market, thus the founders took the initiative to establish Kili MedAir.

Despite being registered in December 2020; the company started its operations in nearly the last quarter of 2021 due to various setbacks. Kili MedAir has managed to claim its spot in the market and to different industry stakeholders.

## 2.2 Registration and Progress

Incorporation No: 148779198 (December 31<sup>st</sup> 2020)

Business License: B 3639568

TCAA Air Service License Provided on 21 APRIL 2021

Tanzania National Parks (TANAPA) authorization to conduct helicopter Evacuation, Search and Rescue in the National Parks

Kili MedAir Aviation Started Operation in July 2021 and managed to perform the following works from August to December

3 Mountain evacuation

2 Kili Fasta

Scenic flight 3 hrs (Lake Natron)

Transfer Hatari Lodge-Gibbs Farm

1 Rukwa Hunting Safari (29 hrs)

1 Elephant Darting (22.6 Hrs)

## 2.3 Mission & Vision

### Vision Statement

To become the benchmark, setting standards of high levels of reliability, and safety while meeting industry needs of helicopter services in the nation.

### Mission Statement

To provide the most reliable, efficient, and safe helicopter services in the region, through professional and ethical business practices, customized experiences, and promoting sustainability to all stakeholders.

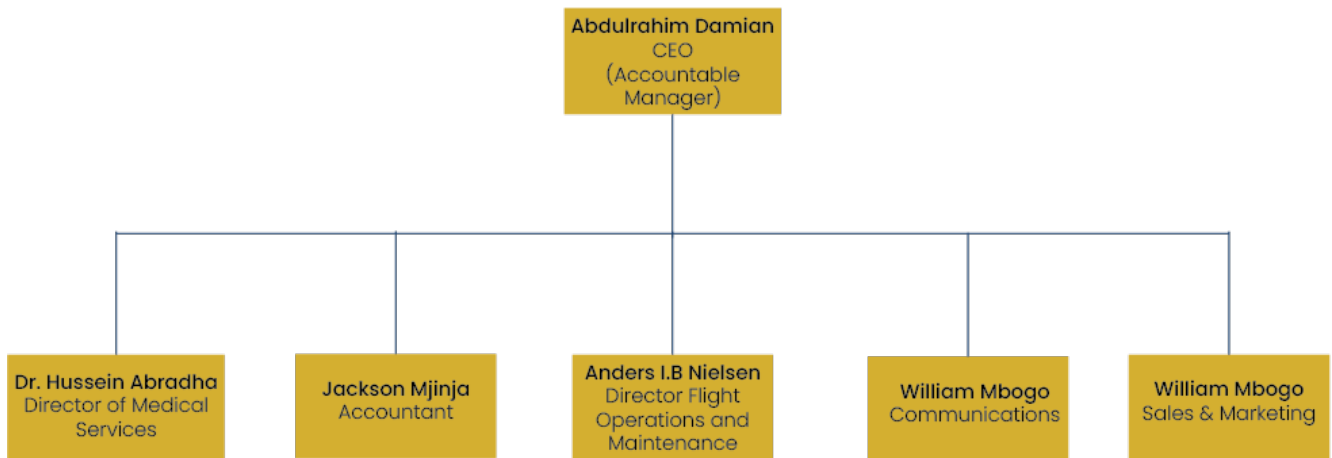


## 2.4 Ownership and Management Structure

### Ownership Structure

Shareholder	Current Shares	%
Dr. Hussein Abradha	1500	15%
Prof. Jumanne Maghembe	2000	20%
Abdulrahim Damian	1500	15%
Dr. David Minja	2100	21%
Unallocated	2900	29%

## 2.5 Management Structure



### Company Lawyers:

Pristine Legal  
 P.O.Box 316 NSSF Commercial Complex  
 Moshi Kilimanjaro Tanzania.



## 2.6 Locations & Facilities

### Administration and Office

Near TCC Offices, Makongoro St. Shanti Town, Moshi MC, Kilimanjaro

### Clinic

The Kili MedAir Remote Medicine Clinic is the same administration Head Quarters mentioned above

### Flight Operations

The company possesses a rented Aircraft Hangar at Moshi Airport that is used to store helicopter(s), equipment, and accessories.

## 3.0 SERVICE OFFERED

### 3.1 Aviation

#### 3.1.1 Helicopter Evacuation

We are the quick response emergency company that provides immediate helicopter search rescue services at Mt. Kilimanjaro, and Other National Parks, we further provide evacuation services at remote camps and sites whether construction, mining, or other. We position ourselves as reliable live savers during a life-threatening situation, where casualties or patients need to be taken to a safer environment.

#### Medvac

At times when patients need to be transferred inside and outside the country, for specialized treatment, we provide a helicopter for that need. The patient is always accompanied by experienced medical personnel during the flight.

#### The 'KiliFasta'

This is a luxury rapid descent from different mountain camps by helicopter, shortening two days decent from Mt. Kilimanjaro. 'KiliFasta's' major objective is to ease tourists' journey back from the mountain, allow them to save their time, and proceed on other adventurous activities like going on Safari or resting in preparation for their flight back home.

#### Scenic Flights

These helicopter flights take people on a sightseeing adventure, to places with amazing sceneries, be it in national parks, Mt Kilimanjaro, or an idyllic picnic in a wonderful setting of nature. Clients can opt to see any beautiful city in Tanzania from the sky, Dar es Salaam, Kilimanjaro, Mwanza, Arusha, and the list is limitless.



### **3.1.2 Chartered Flights**

Chartered Flights involves operating our helicopter for hire, which includes.

#### **VIP/VVIP Transfers**

Kili MedAir provides private and comfortable flights, offering Executive helicopter pickups and drop-offs from specific destinations. No request is too big or complex, we fly high-end individuals and groups above rush-hour traffic.

#### **Aerial Survey and Assessment**

There is no better way of getting the best 360-degree of a location and distance than using the most diverse and practical tool for aerial survey and assessment. Helicopters are the most cost-effective and efficient way to make projects more realistic and result-oriented.

#### **Crew Transfer**

Kili MedAir provides a faster and safer solution, for crew transfers when shuttling crews to and from offshore facilities, we transfer crew to a remote location and extend the help of medical doctors to a remote area.

#### **Precious Cargo Transfer**

We transfer precious cargo or important component parts in the most secure mode of transport. A helicopter is for safety, secure and fast transfer of goods (Precious metals, Cash, documents, etc.). A helicopter is ideal for transferring a variety of goods weights and exclusivity.

#### **Filming And Photography.**

Kili MedAir gives filmmakers and photographers the advantage of taking quality pictures and videos, the helicopter is flown at any safe heights, whether lower or higher they can guarantee a job done with quality and efficiency. The helicopter can be installed with different types of external camera equipment used by photographers, or these companies and professionals may use handheld equipment from inside the aircraft.

#### **Lifting And Sling Operations.**

We provide helicopter services suitable for lifting needs, whether it be in remote access, ocean, lakes, harbor ports, national parks, or lifting construction materials to ensure the load is safely lifted and transported where normal methods are simply not applicable to the desired operation.

#### **Anti-Poaching**

Tanzania has been into a serious campaign on fighting anti-poaching and illegal wildlife trafficking to ensure that the country is free from it. Kili MedAir values and supports Tanzania's



government by providing the ideal and convenient means of spotting and surveying areas in which poaching is practiced and allowing more access to remote locations.

### **Hunting**

for an exceptional hunting experience, safe, fast, and convenient access to remote wilderness areas in Tanzania, Kili MedAir gives you a suitable solution by providing you with helicopters to suit your hunting needs. we tailor services according to clients' desires and our experienced pilots fly you to your desired hunting destinations.

### **Flying Banners Advertising.**

We are Transforming the advertising industry by offering aerial billboards, logo boards, letter banners, or skywriting. This can be executed by our dedicated team of pilots using helicopters enlisted to create or display messages during marketing campaigns for different organizations, media content distribution, and advertising.

## **3.2 Medical Services**

Our Medical Services are Provided by Kili MedAir registered Remote Medicine Clinic, which is highly specialized in Mountain medicine, Diving Medicine, emergency medicine, wilderness medicine, and traveler medicine together with tropical medicine. These services include;

### **Consultations**

Our Remote Medicine Clinic offers medical consultations to Safari goers and mountaineers before and after their safari or climb, these consultations may be offered at our facilities or hotels and lodges. We go beyond tourism and offer medical consultation to remote construction camps and mining areas.

### **Admission**

Our facilities offer extensive medical attention. In cases where patients require to be under monitoring for a specific period, we, therefore, admit them to provide proper needed medical service.

We partner with a tertiary facility (Faraja Hospital), for all patients with indications for hospitalization, radiological investigation (CT scan, MRI), and advanced Laboratory investigations (e.g., Biochemistry test).

### **Ambulance service**

The Clinic provides 24/7 standby, ground medical transport for patient transfer from one point to another point, for pre-hospitalization treatment

### **Doctors En-Route/Doctor at Site**

Kili MedAir Remote Medicine Clinic provides medical personnel/team to accompany a person or group of persons in expeditions, tourism adventures, hunting, and other similar



activities, to provide medical care and ensure health and safety during such activities. The team is also deployed to other remote sites like construction sites, offshore projects, and mining areas that seek site medical attention.

## 4.0 CLIENTELE PROFILE

We have three (3) categories of clients that we serve

### 4.1 Primary customers

#### Local tour operators

These are tour operators in Tanzania who need our helicopter and medical services for their client's safety/ and other leisure purposes

#### International Travel Agencies

These are international tour companies that sell Tanzania as a tourist destination and work hand in hand with local tour operators to sell

#### Customers outside tourism

- Oil and Gas Projects  
Potential companies in oil and gas like Helium one global which has a gas project in Rukwa and others are yet to be pursued.
- Government Agencies  
Government agencies such as Tanzania Wildlife Research Institute (TAWIRI) often use helicopters for conservation work.
- Other Companies  
Corporate will benefit a lot from helicopter services, from transporting their top officials to flying banner advertising and even filming for production companies.

### 4.2 Secondary

#### Tourists

These include all international visitors who come to Tanzania to visit tourist attractions either climbing the mountain or visiting national parks.

#### Local Tanzanian Citizens

Local citizens at a small rate have booked helicopters for their events like weddings and engagements. The use of helicopters is yet to be adopted by Tanzanians.



### 4.3 Tertiary

#### Insurance companies

These include all international insurance companies that offer medical coverage which includes helicopter medical evacuation.

### 4.4 Few Clients Served

Below is a list of clients we have served since the commencement of operations.

Customers	Products
Trek DMC	Helicopter Evacuation, clinic consultations
Shah Tours	Doctor En Route, Hotel Consultations
The Rickshaw Travels	Helicopter evacuation
Follow Alice Tours	Doctor En route
Trek to Kili	Clinic Consultations
Ungi Tours	Clinic Consultations
Lava Rock Adventure	Helicopter Evacuations
Asilia	Helicopter Charter-Game Work
TBGS	Helicopter Charter-Hunting safari
Nature Discovery	Helicopter Evacuation
Hatari Lodge	Helicopter Transfer
Abercrombie and Kend	Kili Fasta

## 5.0 THE PROBLEM/OPPORTUNITY

Around 1.5 million tourists came to Tanzania in 2019 pre-pandemic, during the pandemic (2020/2021), around 700,000 or more arrived in Tanzania and more than 500,000 were visiting the northern part (northern circuit) destinations. These tourists are exposed to high-risk environments which pose the potentiality of accidents or sickness. Environments like mountain wilderness (Mt. Kilimanjaro and Mt. Meru) are more dangerous and thus would require immediate medical attention, something which is a challenge to these environments since most remote locations cannot be accessed by vehicle, and if they can be, it would take long hours and even the transport mode could put the patient in more danger.



This is why all tourists require insurance coverages that assure their health and safety in case of emergency or healthcare needs. The travel insurance industry is using the following formula to project the number of expected evacuations:

*"3% of all traveling tourists find themselves in a situation where medical care is needed and using data from areas similar to Mount Kilimanjaro and Mount Meru, is it expected that between 25% and 35% of these will require a medical reasoned evacuation."*

Furthermore, tourist arrivals in Tanzania are motivated by a lot of factors, one of which is sightseeing. They enjoy different sceneries from above, some like to take pictures and film the most beautiful places from an aircraft. Tour operators sell scenic tours in their packages which mostly include Kilimanjaro and Lake Natron/Oldoinyo Lengai.

Further Still is the fact that the tourists come in in different groups of ages, income capacity and level of importance. The VVIPs mostly do not like to be on a congested road or on long hours of safari to save time from point A to their destinations and would take the most convenient means of transport available at any cost. The old aged and people with a higher income capacity may simply dislike the bumpy roads or want to treat themselves well with luxurious and quick transfer from and to their ideal places.

On the other hand, in the non-tourism industry, Tanzania has a growing need for private Air Tax Services, from the entertainment industry, professionals, executives, entrepreneurs, politicians, private sectors, and government entities.

## 5.1 Socio-Economic Impact

The proposed project will result in the following social-economic impacts:

Increase the provision of helicopter transportation services in the aviation industry of the country, and neighboring countries hence, reduce costs and inconveniences to helicopter transport clients.

We will feed the National Institute of Transport (NIT) & other Aviation Schools our generic reference details of operations for learning purposes for their students.

Kili MedAir will create hi-tec aviation jobs in Tanzania, thus giving young Tanzanian opportunities.

The proposed project will also improve the tourism sector by offering quality aviation services and reducing the transfer time of tourists from Airports to their final destination and back.

The Government and other agencies will benefit from better services provided to high-end tourists, thereby increasing revenue from taxes, fees, and commissions that will be paid by safari companies.



## 6.0 SWOT ANALYSIS

SWOT ANALYSIS	
<p><b>STRENGTH</b></p> <ul style="list-style-type: none"> <li>• Only helicopter-based Evacuation in Tanzania</li> <li>• Proven track record of successful higher altitude rescue</li> <li>• Authorization by TANAPA to Conduct Evacuation in All National Parks</li> <li>• A strong relationship with Authorities and other stakeholders</li> <li>• Experience, skilled and dedicated staff</li> <li>• Only High-Altitude Medicine Clinic in Africa</li> <li>• MoU with tertiary facility for extensive healthcare needs (Faraja Hospital)</li> </ul>	<p><b>WEAKNESS</b></p> <ul style="list-style-type: none"> <li>• Limited Resources</li> <li>• Lack of proper control over aircraft</li> <li>• AOC subject to 5H registration</li> <li>• Inconducive work environment.</li> <li>• Skeleton startup staff,</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Market expansion outside TOURISM</li> <li>• Free marketing opportunities</li> <li>• Increase demand for Evacuations</li> <li>• HEMS-Operating Flying Ambulance</li> <li>• Sling operations and firefighting with water buckets.</li> <li>• KMAC Potential helicopter supplier to mining companies.</li> <li>• Create an assurance program to allow reliable and immediate medevac/evacuation without having to wait for an insurance greenlight.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Unfavorable Authority Regulations During Crisis Period</li> <li>• COVID-19</li> <li>• High government fees on aircraft movements.</li> <li>• Russian x Ukrainian war.</li> </ul>

## 7.0 RISK ANALYSIS

With any new venture, there is risk involved. The Company pays proper attention to the risks associated with the business and permanently ensures proper mitigation mechanisms and actions are in place.

### Risk Matrix

Risk Type	Level	Description
Political/Regulatory	Medium	Changes in Regulatory environment of Aviation, Tourism and Business Policies in Tanzania. Monitoring of the operating environment shall be constant and continuous throughout the life of the business.
Weather	Medium	Weather in mountain environments changes in splits of seconds making flight operations challenging in that area. All safety flight procedures will be adhered to and decision making
Reputational/Brand Damage	High	Inconsistent service availability, poor CRM, and higher stakeholder expectation may tarnish the company's image. Kili MedAir will create a continuous brand management strategy to avoid this
Economic Slow down	High	Global dynamics such as Covid 19 and War may create an economic slowdown due to inflation, travel challenges, and business shutdown. Continuous Planning reviewing and monitoring to understand how these dynamics could affect and develop a plan to minimize impact.
Accidents and Incidents	Low	Workplace or flight accidents may occur with numerous causes. For flights, we ensure all the flight protocols and procedures are followed. For the workplace, there are also occupational safety practices and training.
Staffing	Low	Fraud, vandalism, theft of equipment and supplies. Security, monitoring, and surveillance shall be 24 hours.

■ Low
 ■ Medium
 ■ High



## 8.0 COMPETITIVE ANALYSIS

The business faces moderate competition from other companies in the area. Some dealers are dealing with the same business but the notable competitors are the ones who have a larger capital outlay than Kili MedAir. Due to a long stay in business and a good name so built by the business, KMAC will manage to maintain a favorable market share.

Company Overview	Kili MedAir	State Aviation	Sikorsky Aero	VIII Aviation
<b>Location</b>	Moshi Kilimanjaro	Dar Es Salaam	Moshi	Dar Es Salaam
<b>Service</b>	Helicopter Evacuation, Helicopter Charters, Medical Services,	Helicopter Charter	Helicopter Charter	Helicopter Charter
<b>Status</b>	Operating	Operating	Not Operating	Operating
<b>Pricing</b>	Medium	Low (Small Aircraft)	Not Applicable	Very High
<b>Threat Level</b>		Medium	Low	Low



## 9.0 EXECUTION

### 9.1 Marketing strategy

#### Utilization of existing customer database

Kili Med Air has contact lists of more than 2000 tour operators and Hoteliers in Tanzania, although active and operational tour operators could be less than 1000, these contacts are always reached to communicate about our services and offerings. We also have a good number of clients that we have worked with. We engage in regular communications (i.e., emails, calls, and meetings) that have and will always strengthen the ties.

#### Referral and partnership initiatives

We have and will continue to join forces strategically, with potential partners to promote involvement and help each other grow or provide the best service. Partners like Tourism stakeholders' associations (Tour operators, guides, and porters' associations) will help spread the word about our company. These alliances help to provide feedback that can be used to evaluate our performance or potential industry insights that are used for decision making. Further still, we will use customers who have been served well by us to provide good reviews and recommendations where needed, these act as our good ambassadors to other potential customers.

#### Networking

Attending corporate events such as stakeholders' meetings and conferences, trade fairs, and exhibitions has been our norm. It has proven results in building relationships and creating awareness together with a proper understanding of our company to the key constituencies. Common expos to attend include but are not limited to Karibu Kili Fair, Swahili International Tourism Expo, and East African Tourism Expo.

#### Social Media Marketing

The internet has drastically changed how people socialize and most importantly how they seek and search for information. We will use this platform to increase reach and visibility through social media campaigns, social media Sponsored Ads, content marketing, and engaging in different dialogues in sectors related topics with stakeholders. This will increase sales leads and prospects but also favorable public opinion.



### **Press Media and publication**

The company will also employ traditional media to promote, educate and inform the public about various company activities, practices, and services. This will be done by creating news stories for the press, primarily through CSR, buying spots for interviews to speak about topics relative to our operations and sectors we serve best. E.g., Kilimanjaro Helicopter Safety.

Introduction of a new initiative/Service (Immediate Medvac Program)

### **Immediate Medvac Program (IMP)**

This comes following the challenges of dealing with insurance companies medical evacuation organizations face all over the world. It is a membership program to which tour operators subscribe and obtain helicopter evacuation assurance fees, from their tourists and submit them to Kili MedAir. This fee assures that the tourist in case of emergency will be picked up immediately after all evacuation protocol is followed and communicate with their insurance later.

This initiative serves the purpose of avoiding insurance company policies that may sometime put at risk a patient, experience tells us that getting medevac approval from insurance companies takes 3 hours or more. The problems go beyond delays of payments after mission success.

The Immediate Medvac Program is a long-term sustainable helicopter rescue solution, that will also create a sustainable business. Negotiations are ongoing with all major stakeholders, TANAPA, KINAPA, TATO, and MAJOR SAFARI COMPANIES. When this program is implemented, it will add value to the safari companies' programs and improve tourist safety in Tanzania.

The first hour is critical for a person in a life-threatening situation. The IMP will cover our evacuation cost, we can therefore perform medevac immediately while finishing up with the travel insurance.

*The IMP is not insurance but rather an ad on to the normal travel insurance.*

## **9.2 Sales plan**

Initiate sales negotiations to non-tourism sectors such as Mining Areas, Oil and Gas, Medical companies like Dar es Salaam Flying Doctors, and Tindwa Health and Medical Services. Some of these are already in progress and others we have obtained MoU with. Other sectors that we are looking forward to exploring are politics, international institutions (UN), and other areas that are yet to be discovered.



### **Partnerships with Insurance Companies**

To overcome the problem associated with insurance companies and ensure we get our payments in time and in full, we have ongoing negotiations with major few companies to create mutual understanding and strong ties with these companies, with this we will recommend our operators to book insurance for their clients from these insurance agencies that we have contracts with. In this case, a large percentage of insurance income will be channeled to a few insurance companies that we can retrieve our funds from.

### **Maximizing personal selling strategy**

Personal selling never gets old and for a B2B company like Kili MedAir, it will always be a more efficient sales strategy than any other. We will apply personal selling in securing meetings/appointments with potential identified clients/leads to present how we can cater to their needs.

Personal Selling goes to the level of using the sales team at the climbing gates to spread awareness and provide information about our services to climbers at the mountain, this is efficient since our sales officials will be communicating to the guides and tourists who will eventually be in need during their climb in case of any emergency.

### **Competitive pricing**

Since there are now companies putting an eye in this industry and others have set foot already, Price will be crucial element customers will consider when choosing a supplier, we will work on cost reduction through minimizing expenses, especially in helicopter lease, this will allow us to reduce our price and further still apply discount strategy to attract customers while maintaining business profitably. Kili MedAir has and will continue to offer net rate pricing to clients and partners which allows them to make additional profits when serving their customers, this tactic stimulates them to bring more deals as they choose their profit.

## **9.3 CSR as A growth tool**

Since our mission includes the aim to promote sustainability to all stakeholders, Kili MedAir has developed a socially responsible framework that not only helps tour operators and guides improve their business value but also creates our spot in the market and strengthens personal ties with individual stakeholders. The CSR initiatives include

- Free Training to the guides and tour operators on basic life support, mountain sickness, and remote health education. This training extends to the government park officials (mostly Park Rangers)
- We provide free treatment and consultation to mountain workers (Guides, Porters, Cooks, and Rangers) for mountain and wilderness-related sicknesses.



- Our future plans are to create an emergency Medvac program to help rescue the above groups of stakeholders from distress whether by ambulance or helicopter for free.
- For both direct stakeholders and non-direct like the community around, with the membership fee collected from tourists, we will put a small amount into a firefighting fund which will help us fight fire disasters in both the mountain and local public areas (Markets, Hospitals, Bus stand, etc) if such emergency occurs.

## 9.4 Operations Plan

Our main focus of this business is to provide reliable service and world-class customer care. This is achieved by considering various factors as shown below

### Helicopter Stationed at Site

To this end, a big part of our operations mainly depends on having a helicopter on standby, ready for a mission at our base (Moshi Airport). Since emergency evacuation and transfers are always on short notice, it is best for business to have a helicopter to provide for emergency medical and non-medical air services at site and in the northern circuit at large. To make this a success Kili MedAir will,

- **Lease a helicopter (Long/Short term)**  
With a leasing financing plan, we will lease a helicopter from our reliable supplier at a reasonable price during the beginning of a tourism high season to secure the market before the high season (see season structure on 9.2). For sustainable business, it is required to lease a helicopter for at least 3-4 months of high season.
- **Buy Helicopter**  
To secure the business in the long run, Kili Med Air will move on to buying a helicopter. There are two ways this will be attained. Kili MedAir will find an investor who will finance the purchase of a helicopter (See 11.2 for sample purchase plan). On the other hand, if the Immediate Medvac Program is implemented successfully in the next two (2) years, the company will be in a good position to buy a helicopter in cash.



### **Scope of Operation**

The scope of our operations is determined by two sections that is medical and Leisure (luxury/charter). These services are to be provided within the borders of Tanzania however, it does not limit us to expand subject to company growth.

Medical evacuation is conducted to all National Parks in Tanzania as approved by TANAPA. Mount Kilimanjaro is and will continue to be our top priority for Medvac and covers most of helicopter evacuations. Medvac can be done in other remote areas upon request.

Leisure flights and other chartered flights are upon clients' request within the borders of Tanzania. Some flights are specified with locations of the most favorable tourist destination and sceneries. Flights outside tourism are subject to clearance and other compliance.

Wilderness medicine clinic will continue to serve only wilderness-related cases, this is to position ourselves in the market and to focus on being experts and reference point for wilderness medicine.

### **Staffing and Personnel Management**

Kili MedAir will hire and maintain few professional manpower required for organization efficiency in the first year(s) of operation, and will further start with reasonable considerations that keep staff motivated whilst maintaining sustainable staffing costs, this will improve as the company grows. For professional work that is not on daily basis, Kili MedAir will outsource personnel or company to carry out such activity provided that it does not alter efficiency.

### **Quality Decision Making**

The nature of our operations demands us to make proper decisions in each activity, these decisions have variables to always consider, these variables are like time factors, risk assessment, outcomes, uncertainty, etc. All of these affect safety, customer relations, reputation, and business sustainability at large, since they cut across every company component (Finances, Marketing, Health Care, etc.).

Kili MedAir is constructing a proper decision-making framework/mode that will assist management and staff to make quality decisions in everyday operations and maintain organization effectiveness and efficiency.

### **Open Door policy**

The company believes in people as one of the major core values, we enforce and encourage every staff to raise concerns, share ideas and opinions or facilitate discussions in general. This accelerates synergy within the organization and everyone takes part in a shared vision.



## 10.0 FINANCIAL PLAN

### **Tight Budget Control**

For organization efficiency, budget control is an effective way of controlling costs and eliminating misuse of funds. It promotes economic operations since most start-ups are likely to fail due to a lack of proper budgeting. The nature of our operations may consider using an incremental budgeting method as well as activity-based since most of our work is defined by seasons and others are defined by contracts.

### **Resource Allocation**

The company is aiming to always prioritize tasks and activities according to needs and effects. This means the most important company activities will be considered before others. Tasks like helicopter operations such as helicopter fuel stock, permits, medical supplies, and facilitation activities are of high importance when it is peak season.

### **Monthly Management Meetings**

Each month Kili MedAir management will sit and oversee the management and control of funds, this will involve discussions on budget adjustments, debt management, and a review of monthly financial reports.

### **Debt and Claims Collection**

Most medical evacuation missions guaranteed by insurance companies takes sometimes to be paid for, due to insurance policies and claim processes. Kili MedAir has set terms and conditions to be accepted by the insurer before the provision of a guarantee of payment. These conditions help to obtain a commitment from the insurer to pay in time. Further, the company shall recruit or consult an insurance claims specialist who plays a vital role in obtaining the outstanding payments from insurance companies.

## 10.1 Financial Performance

Below is the company's financial position from its commencement of operations in the last quarter of 2021 to December 2021. 5 months of operation with case-by-case leased helicopters produced a positive result as shown in the table below.



## KMAC Profit and Loss 2021

As of December 31<sup>st</sup> 2021

	Total	USD
Income		
Sales	479,737,895.14	
Unapplied Cash Payment Income	0.00	
<b>Total Income</b>	<b>TZS 479,737,895.14</b>	<b>\$206,783.58</b>
Cost of Sales		
Air Service Licensing	5,520,000.00	
Flying Costs & Hire – Pilots	20,045,424.00	
Helicopter fuel	43,160,881.86	
Helicopter lease	280,026,915.00	
Landing and parking charges	7,813,200.00	
Materials – COS	400,000.00	
	<b>TZS</b>	
<b>Total Cost of Sales</b>	<b>356,966,420.86</b>	<b>\$153,864.84</b>
<b>Gross Profit</b>	<b>TZS 122,771,474.28</b>	<b>\$52,918.74</b>
Expenses		
Accessories equipment expenses	200,000.00	
Advertising/Promotional	242,631.58	
Car Fuel expenses	1,018,330.00	
Car parking fee	3,500.00	
Cleaning expenses	28,200.00	
Clinic expenses	1,596,775.00	
Communication allowance	226,000.00	
Entertainment	87,500.00	
Facilitation fee	6,877,500.00	
Generator fuel expenses	54,000.00	
Inspection expenses	410,000.00	
Internet Expenses	55,000.00	
Kitchen expenses	318,500.00	
Legal and professional fees	1,936,853.00	
Meals	1,882,500.00	
Office electricity	80,000.00	
Office expenses	70,000.00	
Office telephone	290,203.59	
Per diem allowance	2,310,000.00	
Repairs and Maintenance	1,349,967.00	
Stationery and printing	134,500.00	



Travel expenses - general and admin expenses		1,892,335.00	
Unapplied Cash Bill Payment Expense		130,941,022.03	
Work permit license		115,000.00	
<b>Total Expenses</b>	<b>TZS</b>	<b>152,120,317.20</b>	<b>\$65,569.10</b>
Other Expenses			
Exchange Gain or Loss		11,626,293.90	
<b>Total Other Expenses</b>	<b>TZS</b>	<b>11,626,293.90</b>	<b>\$5,011.30</b>
<b>Net Earnings</b>	<b>-TZS</b>	<b>40,975,136.82</b>	<b>\$17,661.69</b>

## KMAC Balance Sheet 2021

As of December 31<sup>st</sup> 2021

	<u>Total</u>	USD
<b>Assets</b>		
<b>Current Assets</b>		
NMB USD	1,023,017.00	
Petty cash - TZS	0.00	
Petty Cash- USD	0.00	
USD Invoice paid in TZS	-0.62	
<b>Total Current Assets</b>	<b>TZS 1,023,016.38</b>	<b>\$440.96</b>
<b>Long-term assets</b>		
Fixed Asset	6,783,492.87	
GENERATORS - NBV		
Generators - @ Cost	364,406.78	
	<b>TZS</b>	
<b>Total GENERATORS - NBV</b>	<b>364,406.78</b>	<b>\$157.07</b>
<b>Total long-term assets</b>	<b>TZS 7,147,899.65</b>	<b>\$3,080.99</b>
<b>Total Assets</b>	<b>TZS 8,170,916.03</b>	<b>\$3,521.95</b>
<b>Liabilities and shareholder's equity</b>		
<b>Current liabilities:</b>		
Withholding tax on non resident 15%	1,014,714.00	
Withholding tax on services 5%	96,853.00	
<b>Total current liabilities</b>	<b>TZS 1,111,567.00</b>	<b>\$479.12</b>
<b>Shareholders' equity:</b>		
Net Income	-51,175,650.97	
Opening Balance Equity	758,000.00	
Retained Earnings	0.00	
Share capital	57,477,000.00	



Total shareholders' equity	TZS	7,059,349.03	\$3,042.80
Total liabilities and equity	TZS	8,170,916.03	\$3,521.95

Source of data: Actual performance for 2021 for five months from 1st August to 31<sup>st</sup> December.

Note: The Proposed project is further expected to generate positive cash flows as indicated in the attached cash flow projection that forms part of this business plan.

Abdulrahim Damian  
Chief Executive Officer

## 10. 2 Financial Forecast

The tourism sector which holds at least 70% of all our operations, is defined in seasons in the table below

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Season	H	H	H	L	L	H	H	H	H	H	L	H

L = Low Season H = High Season

### Key assumptions

Since the company is at its inception, below are only the best estimates that have been established from the experience of our first year of operation, and market research conducted. Some of the key indicators are as tabulated below

In addition to the general financial and business assumptions presented in the following table, the key parameters presented were included as Operating Assumptions in formulating the financial portions of this business plan.

Every effort was made to be realistic in these Assumptions, additionally, all services prices were considered to be average [Average price per unit (hours/evacuations/patients treated)], over the entire period covered by this plan, to compensate for the fact that there will be slight variations due to type of helicopter used, service provided or even discount



hence, the cost may remain relatively constant over the period. However, the objective of this exercise was to show that the proposed operation will be profitable, even with much lower revenues than would normally be expected, and the numbers do confirm a profitable outcome.

The assumptions utilized here are based on leasing Airbus Eurocopter AS350B3e ACMI terms. Market growth projections for helicopter services are down because of Covid-19 effects, slow-moving tourist arrivals, and possible effects of the ongoing Russian and Ukrainian war. But with more than four hundred thousand (400,000) tourists' arrivals in the northern circuit during/post covid, we will be able to experience a 15% growth rate for the next five (5) years. Local economic conditions will remain viable and favorable to the tourism industry for the next four (4) years, and it is witnessed that the government of the United Republic of Tanzania is highly promoting tourism engineered by the president herself.

International conditions will continue to change from Covid-19 challenged travels to favorable travel situations hence increasing tourism to the Country.

### Projected Revenue Breakdown

Financial statements have been derived from the below table of projected revenue. The estimates were created based on the actual experience of the business and from the bookings/calls/emails and clients Kili medair has served.

Service	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Price Determinant
Evacuation	17	15	15	3	1	10	18	25	33	30	5	10	No. of Evacs
KiliFasta	10	8	6	0	0	3	10	15	21	18	1	5	No. Clients
Scenic Flight	10	8	5	0	0	2	5	10	13	9	3	4	No. of Hours
Charters	5	15	5	5	5	6	10	15	30	25	5	8	No. of Hours
Clinic	29	26	26	5	3	17	30	43	57	50	9	17	No. of Patients
DER	1	1	1	0	1	1	1	2	2	2	1	1	Activity

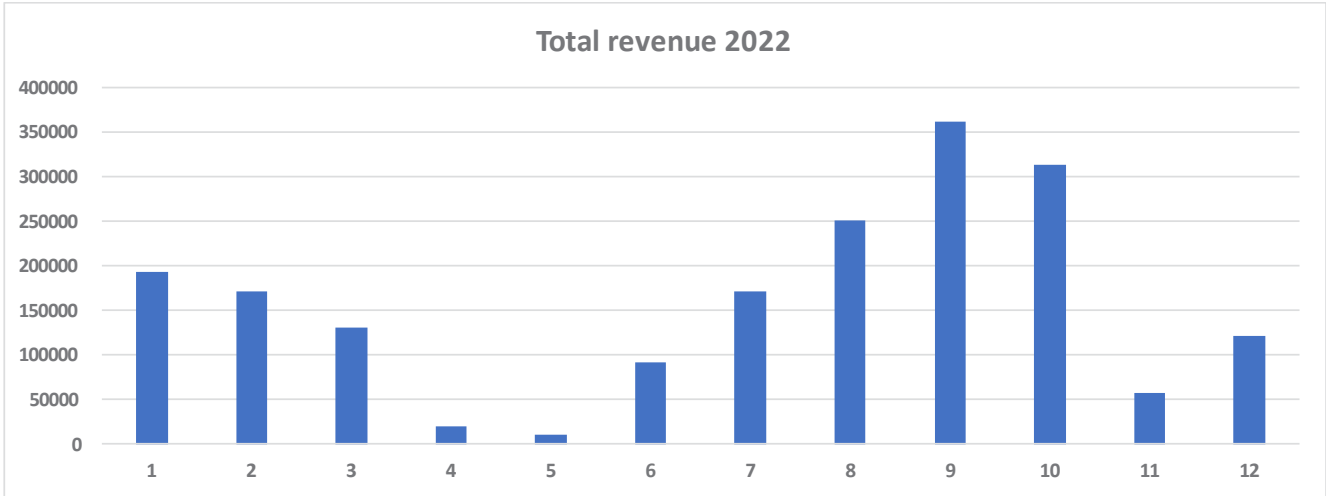


## One Year Financial Statement for the year 2022

Total Revenue ( USD )	Month	Month	Month	Month	Month	Month	Month	Month	Month	Month	Month	Month	Month	year
	1	2	3	4	5	6	7	8	9	10	11	12		
Evacuation	102,000	90,000	90,000	12,000	6,000	60,000	108,000	150,000	198,000	180,000	30,000	60,000		1,086,000
Kili fasta	15,000	12,000	9,000	1,500	1,500	4,500	15,000	22,500	31,500	27,000	1,500	22,500		163,500
Scenic Flight	29,000	23,200	14,500	0	0	5,800	14,500	29,000	37,700	26,100	8,700	11,600		200,100
Chartered Flight	39,000	39,000	13,000	5,200	2,600	15,600	26,000	39,000	78,000	65,000	13,000	20,800		356,200
Clinic Services	5,800	5,200	5,200	1,000	600	3,400	6,000	8,600	11,400	10,000	1,800	3,400		62,400
Doctors En route	2,780	2,780	0	0	0	2,780	2,780	2,780	5,560	5,560	2,780	2,780		30,580
<b>Total Revenue</b>	<b>193,580</b>	<b>172,180</b>	<b>131,700</b>	<b>19,700</b>	<b>10,700</b>	<b>92,080</b>	<b>172,280</b>	<b>251,880</b>	<b>362,160</b>	<b>313,660</b>	<b>57,780</b>	<b>121,080</b>		<b>1,898,780</b>
<b>Direct Costs</b>														
Office rent	600	600	600	600	600	600	600	600	600	600	600	600		7,200
Helicopter lease	52,500	63,000	38,500	22,750	15,750	30,625	61,250	95,375	144,375	122,500	21,675	38,500		706,800
Helicopter fuel	4,201	4,100	3,900	3,500	3,000	3,000	3,120	3,700	4,500	3,000	2,000	4,100		42,121
Landing and parking charges	3,500	3,370	3,250	3,100	2,500	2,750	2,900	3,520	3,750	3,200	1,500	3,500		36,840
Others	5,782	5,120	4,950	4,000	1,500	2,230	2,700	2,950	5,780	5,200	4,800	5,200		124,833
<b>Total direct cost</b>	<b>66,583</b>	<b>76,190</b>	<b>51,200</b>	<b>33,950</b>	<b>23,350</b>	<b>39,205</b>	<b>70,570</b>	<b>106,145</b>	<b>159,005</b>	<b>134,500</b>	<b>29,075</b>	<b>51,900</b>		<b>917,794</b>
<b>Gross Profit/ ( loss )</b>	<b>126,997</b>	<b>95,990</b>	<b>80,500</b>	<b>-14,250</b>	<b>-12,650</b>	<b>52,875</b>	<b>101,710</b>	<b>145,735</b>	<b>203,155</b>	<b>179,160</b>	<b>28,705</b>	<b>69,180</b>		<b>980,986</b>
<b>Gross Profit Margin %</b>	<b>65.60%</b>	<b>55.75%</b>	<b>61.12%</b>	<b>-72.34%</b>	<b>-118.22%</b>	<b>57.42%</b>	<b>59.04%</b>	<b>57.86%</b>	<b>56.10%</b>	<b>57.12%</b>	<b>49.68%</b>	<b>57.14%</b>		<b>51.66%</b>
<b>Operating Expenses</b>														
Printing and stationaries	25.00	20.00	18.00	15.00	15.00	16.00	20.00	24.00	25.00	20.00	15.00	20.00		233.00
Salaries & Wages	9,700.00	9,700.00	9,700.00	9,700.00	9,700.00	9,700	9,700.00	9,700.00	9,700.00	9,700.00	9,700.00	9,700.00		116,400.00
Payroll Taxes	600.00	600.44	600.00	622.00	630.44	630	630.44	630.44	630.44	630.44	630.44	630.44		7,465.97
Office & Administration expenses	300.00	364.00	350.00	230.00	150.00	150.00	200.00	250.00	300.00	260.00	150.00	250.00		2,954.00
Internet & Mobile	65.00	60.00	55.00	50.00	48.00	50	55.00	55.00	65.00	60.00	50.00	55.00		668.00
Meals allowance	300.00	280.00	250.00	200.00	200.00	230	250.00	240.00	300.00	250.00	200.00	240.00		2,940.00
Kitchen expenses	150.00	130.00	120.00	100.00	50.00	100	120.00	130.00	150.00	110.00	100.00	140.00		1,400.00
Per diem allowance	500.00	420.00	250.00	200.00	200.00	220	240.00	270.00	300.00	250.00	200.00	280.00		3,330.00
Cleaning expenses	100.00	50.00	50.00	50.00	45.00	50	60.00	65.00	100.00	55.00	50.00	80.00		755.00
Entertainment expenses	-	500.00	250.00	250.00	-	0	250.00	250.00	-	200.00	-	750.00		2,450.00
Clinic expenses	250.00	250.00	225.00	200.00	200.00	225	250.00	250.00	285.00	230.00	200.00	250.00		2,815.00
Communication allowance	500.00	450.00	400.00	200.00	200.00	250.00	300.00	300.00	500.00	400.00	200.00	350.00		4,050.00
Dues and subscriptions	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00		204.00
Transport expenses	500.00	490.00	400.00	350.00	350.00	370.00	380.00	400.00	500.00	450.00	350.00	450.00		4,990.00
Inspection expenses	500.00	200.00	200.00	200.00	200.00	300.00	200.00	200.00	200.00	200.00	200.00	300.00		2,900.00
Facilitation fee	500.00	450.00	350.00	250.00	200.00	245.00	270.00	250.00	500.00	280.00	200.00	400.00		3,895.00
Car fuel expenses	1,500.00	1,200.00	1,000.00	950.00	900.00	850.00	900.00	950.00	1,200.00	900.00	700.00	950.00		12,000.00
Generator fuel expenses	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00		600.00
Repair & maintenance	500.00	500.00	460.00	400.00	400.00	350.00	370.00	390.00	450.00	400.00	300.00	350.00		4,870.00
Depreciation expenses	237.50	237.50	237.50	237.50	237.50	237.50	237.00	237.00	237.00	237.00	237.00	237.00		2,847.00
Marketing & Advertisement	600.00	500.00	475.00	450.00	400.00	402.00	475.00	480.00	500.00	490.00	400.00	500.00		5,672.00
Legal & professional fee	329.00	302.00	287.00	220.00	245.00	250.00	255.00	270.00	300.00	280.00	250.00	600.00		3,588.00
Electricity expenses	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00		360.00
Water bill expenses	188.00	172.00	127.00	130.00	133.00	120.00	115.00	117.00	120.00	118.00	50.00	55.00		1,445.00
All WHT	1,464.60	1,370.00	1,370.00	1,300.00	1,150.00	1,070.00	1,150.00	1,300.00	1,564.60	1,300.00	1,202.00	1,546.60		15,787.00
Miscellaneous expenses	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00		6,000.00
<b>Operating cost</b>	<b>19,406</b>	<b>18,843</b>	<b>17,771.50</b>	<b>16,901.50</b>	<b>16,250.94</b>	<b>16,413</b>	<b>17,024.44</b>	<b>17,355.44</b>	<b>18,524.04</b>	<b>17,417.44</b>	<b>15,981.44</b>	<b>18,731.04</b>		<b>210,620.00</b>
<b>Profit ( loss ) before Tax &amp; interest</b>	<b>107,591</b>	<b>77,147</b>	<b>62,729</b>	<b>\$ (31,151.50)</b>	<b>\$ (28,900.94)</b>	<b>\$ 36,462.06</b>	<b>84,685.56</b>	<b>128,379.56</b>	<b>184,630.96</b>	<b>161,742.56</b>	<b>12,723.56</b>	<b>50,448.96</b>		<b>\$ 770,366.00</b>
<b>Net profit ( loss ) after tax</b>														<b>\$ 539,255.90</b>



### Projected Total Revenue by Month



Total revenue shows possible fluctuation of income since most operations base on the tourism industry which is defined by high and low seasons. However, it has minimal effect on the company's profitability.

### Projected Direct Cost by Month



Direct costs will also vary as sales increase and decrease, hence, cost control remain reasonable.

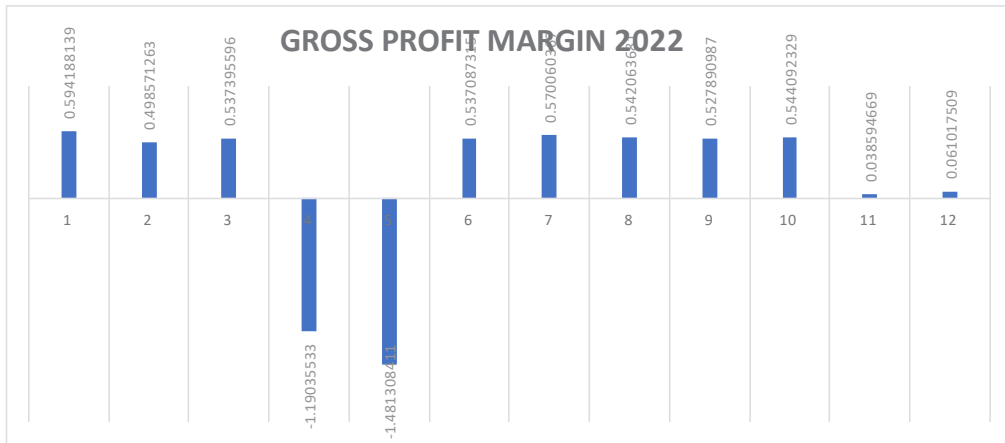


### Operating cost by month



Operating cost does show significant variation throughout the year since they are daily running costs and are not affected directly by the Tourism season.

### Gross profit Margin ratio by month



Gross profit margin shows a possible decrease in profits during the tourism low season, which can be covered by cutting all unnecessary costs, and focusing on non-tourism industries during these months.

Abdulrahim Damian  
Chief Executive Officer



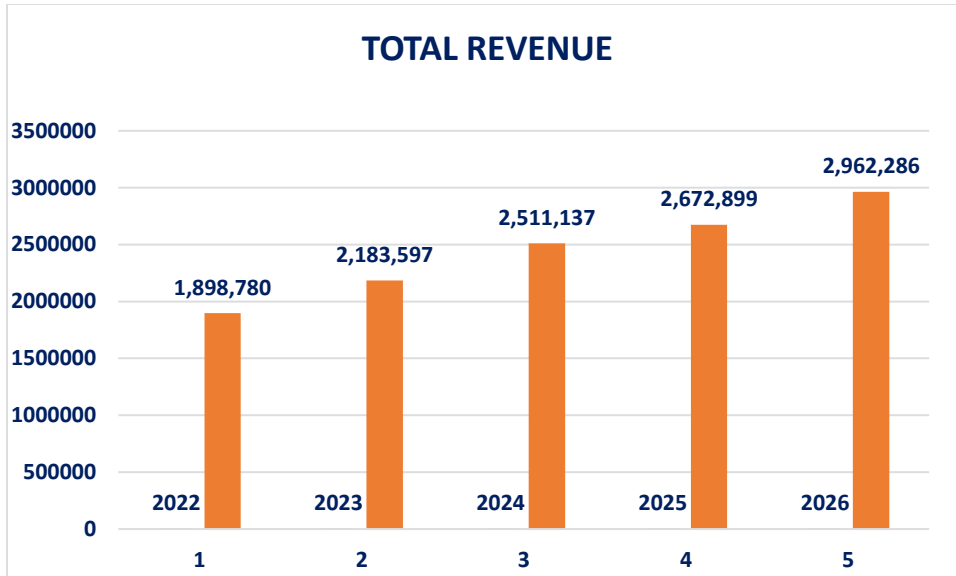
## Five (5) Years Financial Statement Projection

<u>Total Revenue (USD)</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
	1	2	3	4	5
Evacuation	1,086,000	1,248,900	1,436,235	1,545,970	1,760,845
Kili fasta	163,500	188,025	216,229	225,474	255,250
Scenic Flight	200,100	230,115	264,632	277,720	292,614
Chartered Flight	356,200	409,630	471,075	487,230	497,120
Clinic Servises	62,400	71,760	82,524	91,320	101,135
Doctors En route	30,580	35,167	40,442	45,185	55,322
<b>Total Revenue</b>	<b>1,898,780</b>	<b>2,183,597</b>	<b>2,511,137</b>	<b>2,672,899</b>	<b>2,962,286</b>
<b><u>Direct Costs</u></b>					
Office rent	7,200	8,280	9,522	9,720	99,185
Helicopter lease	706,800	812,820	934,743	1,011,874	1,123,786
Helicopter fuel	42,121	48,439	55,705	66,234	75,062
Landing and parcking charges	36,840	42,366	48,721	52,230	58,741
Others	124,833	143,558	165,092	176,111	192,304
Total direct cost	<b>917,794</b>	<b>1,055,463</b>	<b>1,213,782</b>	<b>1,316,169</b>	<b>1,549,078</b>
<b>Gross Profit/ ( loss )</b>	<b>980,986</b>	<b>1,128,134</b>	<b>1,297,354</b>	<b>1,356,730</b>	<b>1,413,208</b>
<b>Gross Profit Margin %</b>	<b>51.66%</b>	<b>51.66%</b>	<b>51.66%</b>	<b>51.66%</b>	<b>51.66%</b>
<b><u>Operating Expenses</u></b>					
Printing and stationaries	233.00	267.95	307.84	350.00	372.22
Salaries & Wages	116,400.00	133,860.00	153,939.00	159,256.00	161,315.00
Payroll Taxes	7,465.97	8,585.87	9,873.75	10,556.12	11,427.19
Office & Administration expenses	2,954.00	3,397.10	3,906.67	4,133.55	4,192.57
Internet & Mobile	668.00	768.20	883.43	914.00	998.21
Meals allowance	2,940.00	3,381.00	3,888.15	3,967.31	4,026.78
Kitchen expenses	1,400.00	1,610.00	1,851.50	1,879.75	1,945.35
Per diem allowance	3,330.00	3,829.50	4,403.93	4,900.73	5,012.05

Cleaning expenses	755.00	868.25	998.48	1,011.91	1,026.87
Entertainment expenses	2,450.00	2,817.50	3,240.13	3,350.00	3,675.00
Clinic expenses	2,815.00	3,237.25	3,722.83	3,880.12	3,940.13
Communication allowance	4,050.00	4,657.50	5,356.13	5,402.33	5,490.50
Dues and subscriptions	204.00	234.60	269.79	275.10	290.15
Transport expenses	4,990.00	5,738.50	6,599.28	6,785.32	6,975.35
Inspection expenses	2,900.00	3,335.00	3,835.25	3,925.65	3,986.52
Facilitation fee	3,895.00	4,479.25	5,151.14	5,463.17	5,782.19
Car fuel expenses	12,000.00	13,800.00	15,870.00	17,780.00	19,650.00
Generator fuel expenses	600.00	690.00	793.50	845.00	975.00
Repair & maintenance	4,870.00	5,600.50	6,440.58	6,650.00	6,995.00
Depreciation expenses	7,170.53	5,488.05	4,310.68	3,464.75	2,831.58
Marketing & Advertisement	5,672.00	6,522.80	7,501.22	8,430.90	8,925.71
Legal & professional fee	3,588.00	4,126.20	4,745.13	4,945.82	5,174.69
Electricity expenses	360.00	414.00	476.10	512.15	560.35
Water bill expenses	1,445.00	1,661.75	1,911.01	1,990.91	2,071.13
All WHT	15,787.00	18,155.05	20,878.31	21,820.51	22,382.42
Miscellaneous expenses	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
<b>Operating cost</b>	<b>214,943</b>	<b>243,526</b>	<b>277,153.80</b>	<b>288,491.10</b>	<b>296,021.96</b>
<b>Profit (loss) before Tax &amp; interest</b>	<b>766,044</b>	<b>884,608</b>	<b>1,020,200</b>	<b>1,068,238.90</b>	<b>1,117,186.04</b>
<b>Net profit (loss) after tax</b>	<b><u>539,256.90</u></b>	<b><u>620,775.40</u></b>	<b><u>714,522.20</u></b>	<b><u>747,248.48</u></b>	<b><u>780,612.04</u></b>

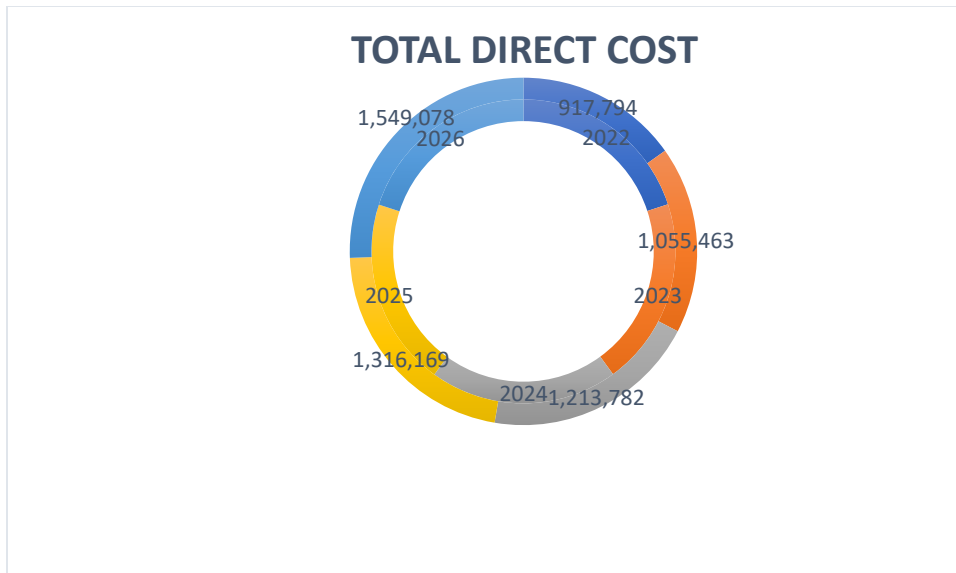


### Total Revenue by Year



We expect to increase the number of clients over the years, which will generate stable revenue growth.

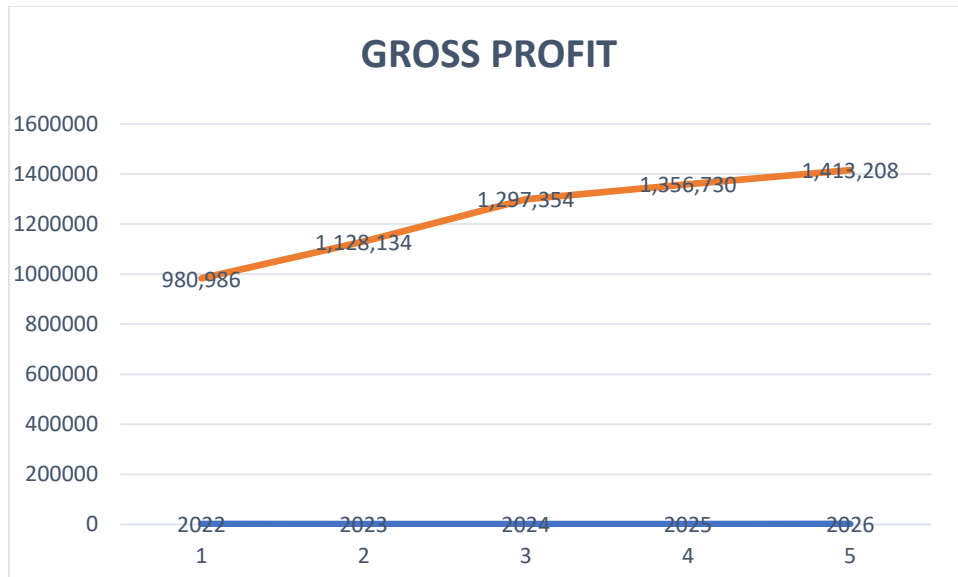
### Direct Cost





Direct cost serves in controlling overheads, as well as determining service pricing as helicopter costs are calculated by 'Cost/hr' and the pricing method used is cost-plus.

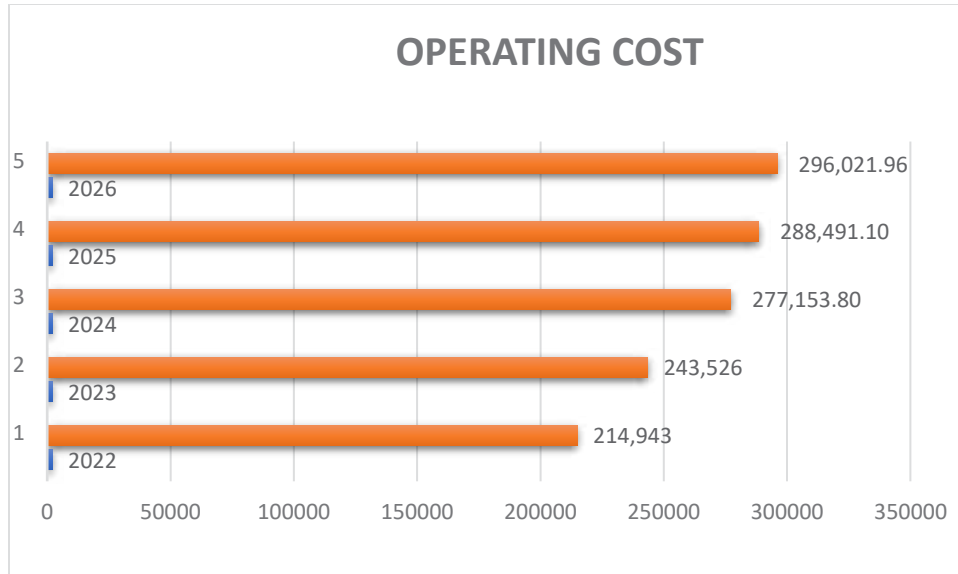
### Gross Profit by Year



Kili MedAir Aviation can generate revenue to cover the direct cost which controls operating cost that leads to the generation of good net profit.

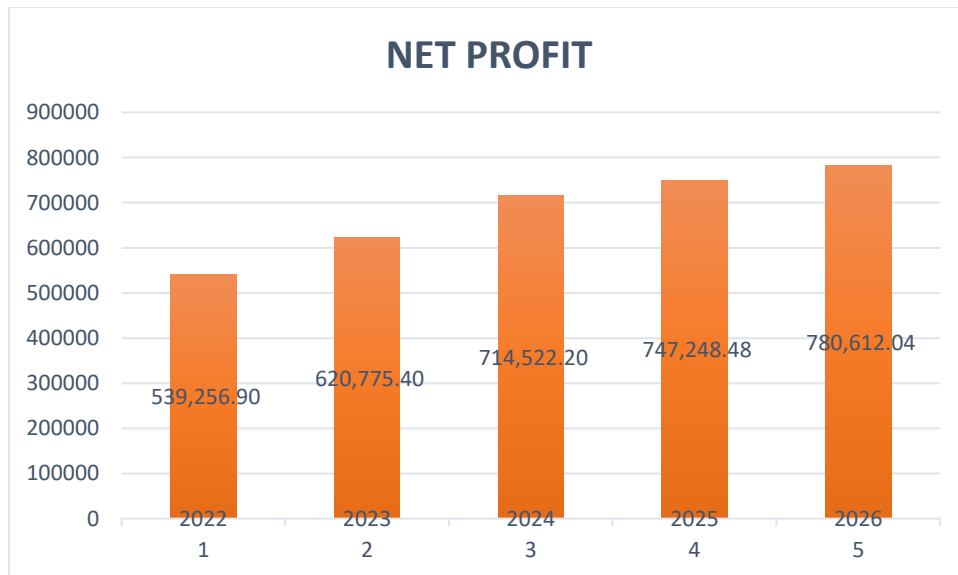


### Operating Cost by Year



These variable costs were calculated at a minimal level to maximize profits while maintaining value delivery.

### Net Profit by Year



Financial projections have proven final profitability of the business, with a good growth profit rate.

## Five (5) Years Projected Balance Sheet

<u>Fixed Asset (USD)</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Computer & Equipment	7,064.66	4,415.41	2,759.63	1,724.77	1,077.98
less; Depreciation	2,649.25	1,655.78	1,034.86	646.79	404.24
Net book value	4,415.41	2,759.63	1,724.77	1,077.98	673.74
Plant & Machinery	1,321.12	825.70	516.06	322.54	201.59
less; Depreciation	495.42	309.64	193.52	120.95	75.59
Net book value	825.70	516.06	322.54	201.59	126.00
Furniture & Fittings	32,206.90	28,181.03	24,658.41	21,576.10	18,879.09
less; Depreciation	4,025.86	3,522.63	3,082.30	2,697.01	2,351.75
Net book value	28,181.04	24,658.40	21,576.10	18,879.09	16,527.34
<b>Total Fixed Asset</b>	<b>33,422.15</b>	<b>27,934.09</b>	<b>23,623.42</b>	20,158.66	17,327.08
<b><u>Current Asset</u></b>					
Cash in hands & at bank	706,187.18	749,901.60	825,735.01	841,424.91	865,286.48
Accounts receivables	649,448.18	749,414.60	804,058.01	811,812.90	825,256.48
Prepaid expenses	1,250.00	13,793.00	4,280.00	2,480.00	3,620.00
Others	215.00	312.00	320.00	330.01	350.00
<b>Total current Asset</b>	<b>1,357,100.35</b>	<b>1,513,421.20</b>	<b>1,634,393.01</b>	<b>1,656,047.82</b>	<b>1,694,512.96</b>
<b>Total Asset</b>	<b>1,390,522.50</b>	<b>1,504,688.20</b>	<b>1,634,355.01</b>	1,676,206.48	1,711,840.04
<b><u>Noncurrent Liability</u></b>					
Long term loan	-	-	-	-	-
Debentures	-	-	-	-	-
Other liabilities	500.00	650.00	700.00	750.00	800.00
<b>Total Non current Liabilities</b>	<b>500.00</b>	<b>650.00</b>	<b>700.00</b>	<b>750.00</b>	<b>800.00</b>
<b><u>Current liability</u></b>					
Accounts payables	1,000.00	1,245.00	1,250.00	1,250.00	1,350.00
Accrued expenses	-	1,000.00	1,500.00	1,580.00	1,620.00
Tax provision	203,214.60	233,966.80	269,331.81	272,120.00	274,200.00
Other current liabilities	500.00	500.00	500.00	500.00	500.00
<b>Total current liabilities</b>	<b>204,714.60</b>	<b>236,711.80</b>	<b>272,581.81</b>	<b>275,450.00</b>	<b>277,670.00</b>

**Owners Equity****Capital & Reserve**

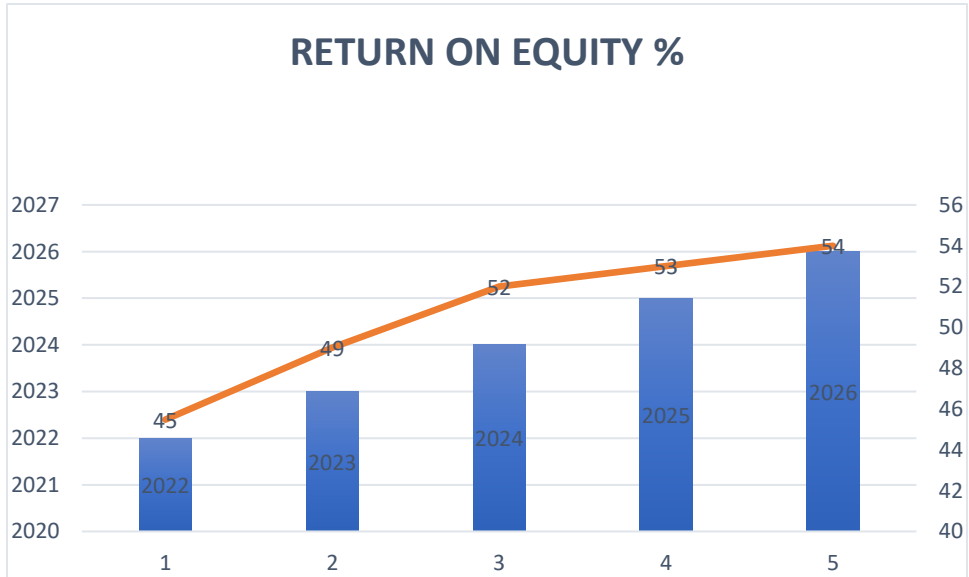
Share capital	2,586,206.90	2,586,206.90	2,586,206.90	2,586,206.90	2,586,206.90
Paid up share capital	646,551.00	646,551.00	646,551.00	646,551.00	646,551.00
Reserve & surplus (profit & loss)	539,256.90	620,775.40	714,522.20	747,248.48	780,612.04
<b>Total owners' equity</b>	<b>1,185,807.90</b>	<b>1,267,326.40</b>	<b>1,361,073.20</b>	<b>1,393,799.48</b>	<b>1,427,163.04</b>
<b>Total Equity and Liabilities</b>	<b>1,391,022.50</b>	<b>1,504,688.20</b>	<b>1,634,355.01</b>	<b>1,669,999.48</b>	<b>1,705,633.04</b>

## Financial Analysis from Financial Position Statement

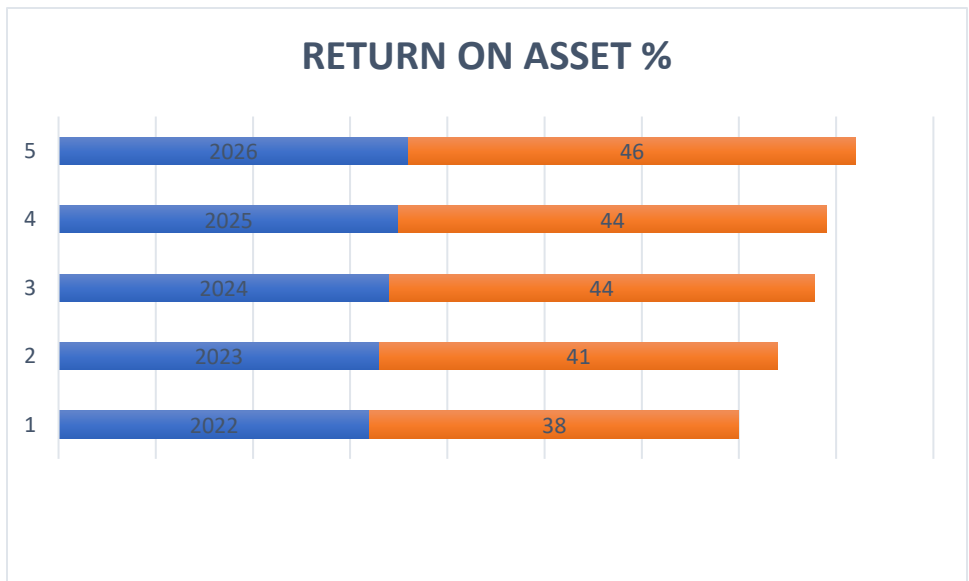
### FINANCIAL PERFORMANCE INDICATORS FOR KILI MEDAIR AVIATION (%)

The following key performance indicators (KPIs) are effective in measuring the delivery of Kili MedAir's strategy and management of the business.

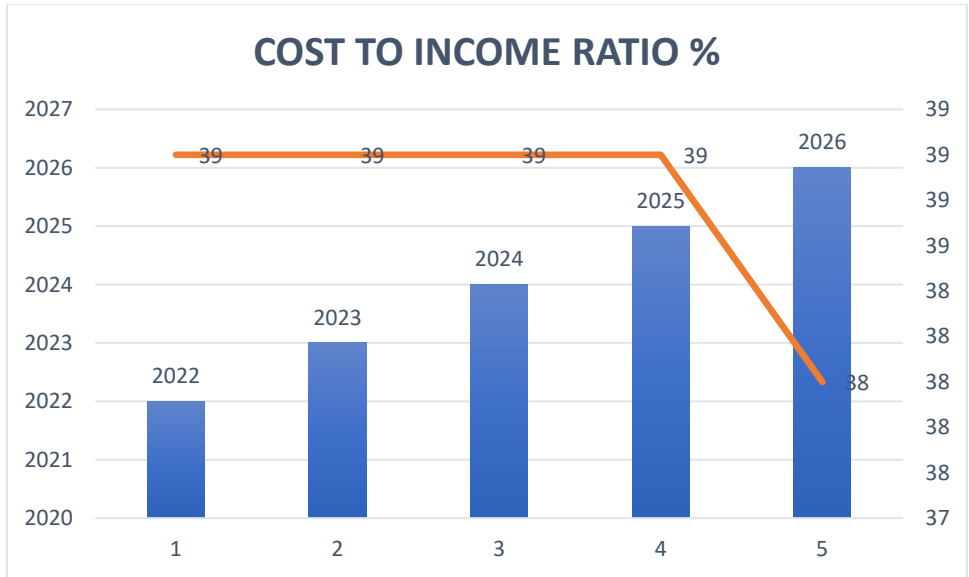
Performance Indicator	Calculation method	2022	2023	2024	2025	2026
Return on Equity	Net profit/ Total equity	45	49	52	53	54
Return on Asset	Net profit/ Total asset	38	41	44	44	46
Cost to income ratio	Total cost/ Net income	39	39	39	39	38
Current ratio	Current asset / Current liability	7times	6times	6times	6times	6times
Quick ratio	C.A - P . E/ C.L	7times	6times	6times	6times	6times



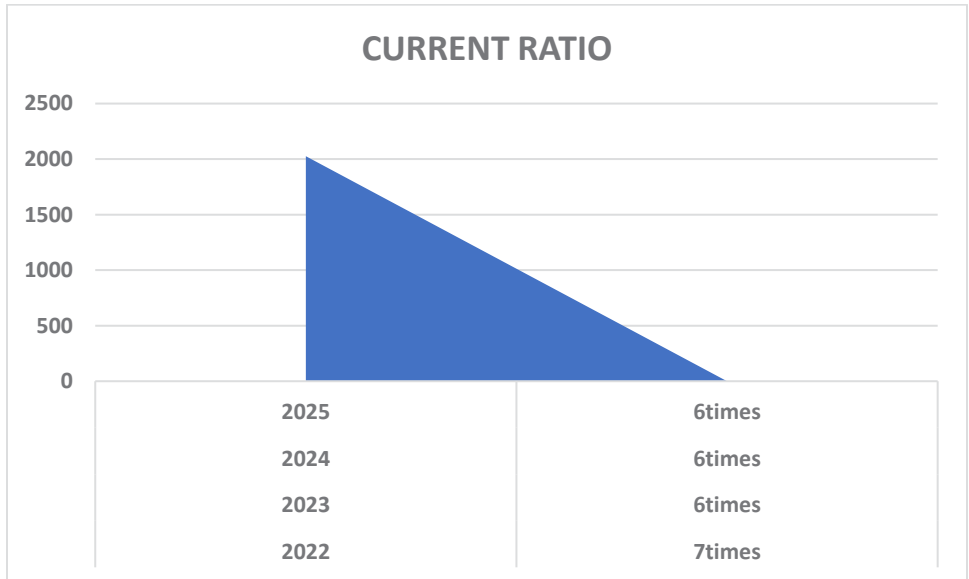
The company has the capacity to give its shareholders, a suitable return from their equity and prove an increase in percentage over the next five (5) years.



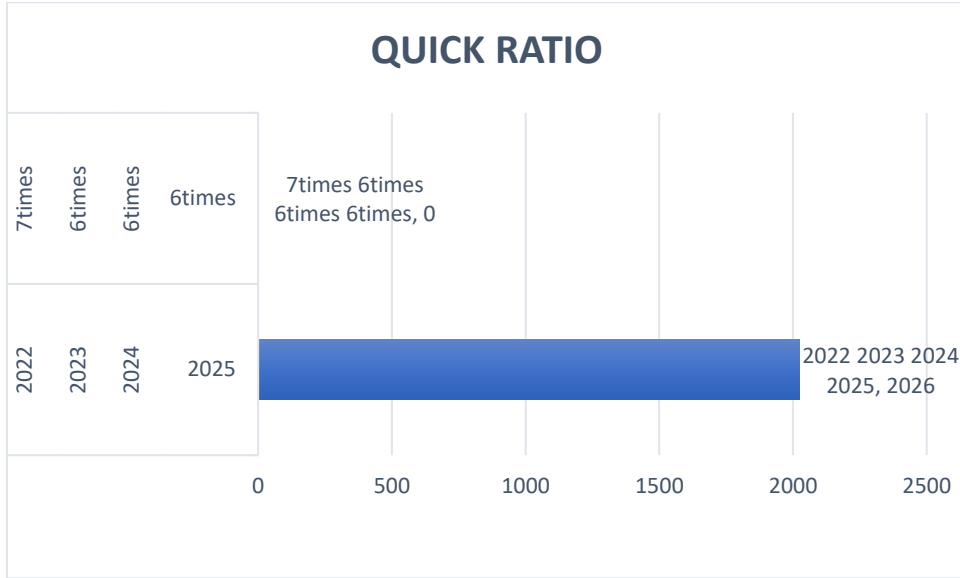
Kili MedAir Aviation has the ability to utilize its resources to generate revenue over time.



The company has the capacity to generate revenue leading to cover the running costs in the next five years.



Company Assets are able to generate revenue to cover short-term obligations that mature in less than one year.



Company Assets can quickly be converted into cash to pay its short-term obligations or current liabilities at a time when the company goes bankrupt.

Abdulrahim Damian  
**Chief Executive Officer**

**11.0 FINANCING REQUIREMENTS**

As explained in the Operations plan, our operations mainly depend on having a helicopter at site, leasing, and in the long run, owning a helicopter for sustainable business, the following are the financing requirements of both scenarios;

**11.1 Leasing a helicopter (Airbus AS350B3e)**

Gross cost (Leasing, direct costs, and overheads inclusive) for leasing and operating a helicopter at site is USD 840,000/- a full year (12 months).

Nevertheless, to continue operations, the company needs a cash injection of a total of USD 420,000/- over six (6) months starting from June. This will jump-start the operations since the company has the ability to run its operations from revenue.



## 11.2 Buying a Helicopter (AS 350 B3e)

In the long run, Kili MedAir Aviation is planning to own its own helicopter, the H125/AS350B3e cost around USD 2.8 Million, and below is sample finance of asset.

### AS350B3e SAMPLE FINANCE WITH BALLOON PAYMENT

	Input into light yellow squares only	
Purchase Price of helicopter	\$2,800,000	
Deposit Paid in Cash	20%	(\$560,000)
Amount to be Financed	\$2,240,000	
Term of the Finance (Months)	84	7 Years
Interest rate of the Finance (Annual)	7.00%	
Balloon (based on Purchase Price) at Term	25%	(\$700,000)
<b>Monthly Repayments</b>	<b>(\$27,326)</b>	
Market Depreciation (Annual)	15%	



### 11.3 Ways to Raise Capital

Kili MedAir will approach investors to raise the needed capital to continue with operations (Leased helicopter) in return for equity (shares).

Approaching partners who are helicopter owners and will agree on a helicopter lease agreement with payment as we operate conditions (pay per used hours in a month).

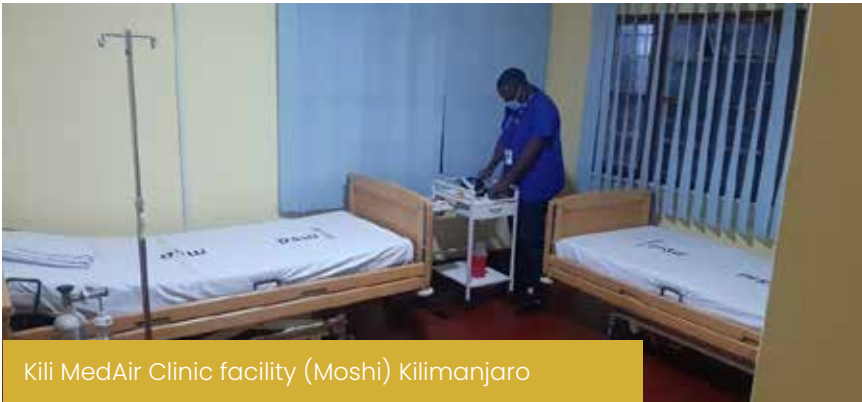
After sustainable operations the company will apply for a loan to financial institutions that may facilitate the purchase of a helicopter, additional investors may also be an alternative, this finance shall be secured by way of 100% collateral in the acquired Helicopter and/or equity in the company.

Additionally, successful implementation of the immediate Medvac program shall result in a collection of enough funds to purchase the helicopter. However, this initiative will succeed following application of the first and second ways of raising capital.



## LIST OF APPENDICES

- I. Licenses and Authorizations
- II. Stats from Past Company's helicopter missions
- III. Aircraft type and technical specifications
- IV. Images of Aircraft type
- V. Sample Helicopter Maintenance Program



Kili MedAir Clinic facility (Moshi) Kilimanjaro



Helicopter at Mount Kilimanjaro Millennium camp



Kili MedAir Doctor, collecting sample at the world highest obstacle course (Mt. Kilimanjaro)



Kili MedAir Staff at Moshi Airport facility



Kili MedAir provided service at Rukwa Hunting Camps



Abdulrahim and Dr. Hussein at Moshi Airport after successful evacuation.





**Kili MedAir Aviation Company Ltd.**

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