
**UNIVERSAL G&G COMPANY
LIMITED**

**Business Plan
For
Procurement of Additional Trucks for
Transportation Business Line**

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ATTACHMENTS

- Copy of Certificate of Incorporation
- Copy of Memorandum and Articles of Association
- Copies of Business Licence and TIN Certificate

00 SUMMARY OF SALIENT FEATURES

- 0.1 Name of Project:** Universal G&G Transport
- 0.2 Project Concept:** Enhancement of Truck Fleet
- 0.3 Project Owners:** Universal G&G Company Limited
P O Box 79114, **Dar es Salaam**
- 0.4 Project Location:** Kisenvule, Mkuranga Municipality, - Coast Region.
- 0.5 Additional Financing Plan:** In TZS

Particulars	Owners Equity	Term Loan	Total
Capital Cost	10,888,365,000	37,320,000,000	48,208,365,000
Pre-operational costs	388,200,000		388,200,000
Initial Working Capital	3,260,700,000		3,260,700,000
Total Investment	14,537,265,000	37,320,000,000	51,857,265,000
Percentage	28.03%	71.97%	100%

0.6 Company Overview

Our company has established a diverse portfolio of businesses in Tanzania and the DRC, with a strong presence in:

1. Hospitality:

Universal Executive Hotels, Universal Executive Lodges, and Universal Express Laundries.

2. Transportation:

15 years of experience in copper and Sulphur transportation, with in-house trucks for supplying maize flour and transporting maize.

3. Trading:

Commodities trading, including edible oil, building materials, and minerals.

4. Manufacturing:

Maize flour production under the brand Africa Super Sembe.

5. Mining:

Direct mining and sales of industrial minerals, with four operational mines in Tanzania.

Operations in DRC Congo

We have established a strong presence in the DRC, with:

1. Manganese trading to China and India.
2. Acquisition of railway concession rights and operation of a rolling stock.
3. Partnership with Shaze Tareli Mining Limited for mining and exploration.

Expansion Plans

To support our growth, we plan to:

1. Acquire 200 trucks and trailers to enhance our supply chain and meet increasing demand from clients.
2. Expand our hospitality business by purchasing adjacent land to our existing Universal Executive Hotels in Kijitonyama, to add conference facilities, rooms, and parking.
3. Increase our mining capacity to meet growing demand from clients in Tanzania, Kenya, Uganda, DRC, Rwanda, and Burundi.

Growth Strategies

Our growth strategies include:

1. Diversification: Expanding our business lines to reduce dependence on a single market.
2. Vertical integration: Controlling our supply chain to improve efficiency and reduce costs.
3. Strategic partnerships: Collaborating with other businesses to access new markets and technologies.
4. Investment in technology: Adopting new technologies to improve operational efficiency and reduce costs.

1.0 INTRODUCTION

1.1 The Report

This Business Plan sets out the proposals for increasing the fleet of vehicles for transporting company cargo within the city of Dar es Salaam, upcountry regions and in the East African region at large.

1.2 The Project

The project entails the acquisition of 200 trucks as soon as possible so as to increase the fleet in order to cope with expanding demand in the transportation industry. The company has 10 trucks and trailers so far acquired and plans to add 200 more vehicles and later on add further.

1.3 The Company

Universal G&G Company Limited is a private company incorporated in Tanzania on 16th October 2003 with Certificate of Incorporation No 47193.

1.4 Share Capital:

The Company's authorised share capital is TZS 10,000,000,000 divided into 10,000 ordinary shares of TZS 1,000,000 each

1.5 Shareholding:

Its shareholders are given in the table below:

Shareholder	Nationality	Number of Shares
GILBERT Z. MREMA	Tanzanian	700
JACQUELINE B. MWINGIRA	Tanzanian	150
TOTAL		850

2.0 MARKET ASPECTS

2.1 The Products / Services

The Company deals with various ventures as explained below;

1. The company currently exports coal from Kiwira to Uganda. Average transport expenditure on this venture is over 3 billion per year.
2. We also supply Feldspar minerals from Morogoro and Mafinga to Mkiu where we have contract with Keda and Goodwill Industries.
3. We also export Iron ore from Mombo to Tanga port with guaranteed in-house cargo of transport of Huaxin Cement from Maweni to our outlets in Mkuranga, Arusha and Morogoro.

4. The company also transports Sulphur to DRC and returns with copper.

2.2 The Market

The market for the vehicles is targeted to the increasing demand in the private transportation of goods and products in the country for both locals as well as foreigners following government policies on construction industry and mining activities.

Other activities that promote the growth of transportation services are growth in manufacturing, public transport and growth of private vehicles ownership.

The following strategies have been prepared by the company to exploit the available opportunities: -

- Strengthening and sustaining transportation logistics.
- Long term contract with potential buyers of our products.
- Expansion of storage facilities to meet the growing demands.
- Strengthening of sales and marketing department by employing competent and creative marketing professionals.
- Provide training to employees and enhance organization culture to adapt customer care system.
- Acquisition bank loan to enhance company liquidity position and business working capital.
- Creating and operating a challenging budget supported by customer satisfaction, staff integrity, team work and self-initiative.
- Application of Information Communication Technology in handling business processes to ensure speed, accuracy and security.

2.3 Demand and Supply

The demand for Transport services in Tanzania, Dar es Salaam in particular, is ever increasing. This is due to the fact that Dar es Salaam is a business centre endowed with a variety of business assets.

The prime attractions however, are the Port and head quarters to most of the Government's offices. This has led to an increased movement of people within and outside the city itself.

Dar es Salaam and its hinterlands have an estimated population of about 8 million people of which very few percentage of this population own their own transport. This means there is a huge demand for transport services in the city and the current supply cannot satisfy. This prompt for further investment in the sector by both the government and interested individuals like us.

2.4 SWOT Analysis

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Conducive working environment for employees • Committed management and owners to the growth and sustainability of the business • Motivated and Cooperative Staff. • Possession of long-term contract with buyers • Experience in the business for over 20 years now. 	<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Tap the growing market for transportation outside Dar es Salaam • Expand Services within the region of East Africa. • Expansion of storage facilities to avoid stock out. • Creating and maintaining sustainable relation with potential suppliers. • Making advertisement using personal selling technique to attract more potential buyers. • Acquisition and ownership of means of transport to ensure reliable supplies. • Creating self-driven and motivated team of human resources
<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Limited number of Vehicles • Lack of funds to immediately acquire more vehicles. • Weak financial capacity of local firms that lead to inability to meet the market needs 	<p style="text-align: center;">Threats/ Challenges</p> <ul style="list-style-type: none"> • Poor performance will limit of new clients. • Failure to secure funds in time for expansion program. • High cost of bulk procurement • High cost of investment requirement to erect and operate modern depots and modern petrol stations • Increasing trend of competition from foreign and local companies

3.0 INSTITUTIONAL AND LEGAL ASPECTS

3.1 Profile of the Company

- Company Name: Universal G&G Company Limited
- Address: a) P O Box 23446, Dar Es Salaam
b) Physical: Kiko Avenue, Mwai Kibaki Road, Plot 270, Kinondoni Municipality, Dar es Salaam City.
- Certificate of Incorporation: Number 47193 of 16th October 2003 under the Companies Ordinance Cap 212
- Contact Person: Gilbert Zebedayo Mrema
- Position in the Company: Chief Executive Officer
- Telephone: : +255 755 464 636

3.2 Shareholders:

Shareholder	Nationality	Number of Shares
GILBERT Z. MREMA	Tanzanian	700
JACQUELINE B. MWINGIRA	Tanzanian	150
TOTAL		850

3.3 Share Capital

The Company's authorised share capital is TZS 10,000,000,000 divided into 10,000 shares of TZS 1,000,000 each.

3.4 Board of Directors

The Company is owned by two entrepreneurs as subscribed in the Memorandum and Articles of Association. The Board is the highest policy making body of the Company.

3.5 Implementation Management

Project implementation management is being coordinated by the main promoter, Mr. Gilbert Z. Mrema with the help of a team of professional consultants he hires from time to time to advise him on his investments.

CV's for the directors are attached together with this Business Plan

3.6 Operations Management

Operations are directed by Ms Jacqueline B. Mwingira as the Director. She is assisted by:

- Operations Manager
- Administrative Officer
- Accountant
- Messenger / Drivers
- Financial and Legal Consultants (Commission Basis)

4.0 TECHNICAL ASPECTS

4.1 Location- Existing business premises

Universal G&G Company Limited is located at Kiko Avenue, Mwai Kibaki Road, Mikocheni Area, Kinondoni Municipality.

4.2 Location of the Proposed Transport Operations

Along with the existing business, the company has a yard in Kisemvule where the trucks operations take place.

4.3 The Vehicles

The new vehicles to be procured vehicles selected will be 30 SINOTRUK Brand HOWO-NX 6×4 Tractor Truck (RHD/LHD) Model: ZZ4257V344JB1R Cabin: H77L cabin, Two seats and one sleeper, with driver air seat.

The trailers to be procured will be 30 Brand New Flatbed Semi Trailer With Sidewall, Double tires, 12R22.5*13PCS, LINGLONG brand with one Spare Tyre Axles: TANDA 3X13 tons (FUWA standard) Pin: 50#Suspension: LEAF SPRING Dimensions:12670×2560×3130 (sidewall height 1000mm)

The company plans to increase more of its fleet in the next few years to reach 200 units.

4.4 Project Implementation

The Company has plans to procure 30 new vehicles as soon as TIC approves this application and CRDB issues us a term loan as sought. More vehicles will be added in the future depending on the growth of the business.

5.0 PROJECT FINANCIERS

The Board of Directors has resolved that the project will be financed by equity and term loan from CRDB Bank Plc with favorable lending terms and conditions.

Total Cost Plan –TABLE I

The total cost of the company is planned at TZS 48.2 billion with TZS 1b existing investment and additional TZS 47.2b.

Additional Financing Plan TABLE II

Particulars	Owners Equity	Term Loan	Total
Capital Cost	10,888,365,000	37,320,000,000	48,208,365,000
Pre-operational costs	388,200,000		388,200,000
Initial Working Capital	3,260,700,000		3,260,700,000
Total Investment	14,537,265,000	37,320,000,000	51,857,265,000
Percentage	28.03%	71.97%	100%

6.0 FINANCIAL ANALYSIS

6.1 PAST PERFORMANCE OF EXISTING BUSINESS OF THE COMPANY

Universal G & G Co. Limited, typical of most emerging family entrepreneurs started in 2003 and has grown into a multi-billion turnover business as of today. The business is commanding a big market share in the transportation, import and export, hotel services, sawmill export and milling industries in Tanzania.

Financial statements attached.

The business is commanding a sizeable market share in the transport industry in Dar es Salaam.

6.2 Financial Projections:

6.2.1 Assumptions

- ◆ A total business activity analysis has been carried out rather than the incremental business accruing from additional vehicles only.
- ◆ The projected Financial Statements assume that CRDB will issue the credit facility and will be available by February 2026.
- ◆ Operating costs have been allowed an upward variation of up to 20% each year to allow for inflation and general changes in price.
- ◆ Receivables have been assumed at 10% of Revenue and Payables at 10% of costs respectively.
- ◆ Interest on the bank credit has been assumed at 14% calculated on the outstanding balance.

6.2.2 Capital costs - TABLE I

The total cost is planned at TZS 51.8 billion with additional funding to source from CRDB Bank as shown in the table below;

:	TOTAL COST			FINANCING	
	CAPITAL ITEMS / PROJECT COMPONENT	PROJECT COST	EXISTING INVESTMENT (at cost)	FUTURE INVESTMENT	OWN FUNDS
NON-CURRENT ASSETS	48,208,365,000	888,365,000	47,320,000,000	10,000,000,000	37,320,000,000
PE-OPERATIONAL EXPENSES	388,200,000	15,000,000	373,200,000	388,200,000	-
WORKING CAPITAL	3,260,700,000	-	3,260,700,000	3,260,700,000	
TOTAL INVESTMENT / PROJECT COST	51,857,265,000	903,365,000	50,953,900,000	13,648,900,000	37,320,000,000

6.2.3 Estimated Capital Expenditure -TABLE I

The company plans to procure 200 Trucks and Trailers to strengthen the transportation sector of the business. Further capital costs will be incurred on upgrade equipments of the current available trucks.

6.2.4 Additional Financing Plan - TABLE II

Sources of additional funds will be owner's equity contribution of TZS 14.5 billion and a term loan of TZS 37.32 billion.

Particulars	Owners Equity	Term Loan	Total
Capital Cost	10,888,365,000	37,320,000,000	48,208,365,000
Pre-operational costs	388,200,000		388,200,000
Initial Working Capital	3,260,700,000		3,260,700,000
Total Investment	14,537,265,000	37,320,000,000	51,857,265,000
Percentage	28.03%	71.97%	100%

6.2.5 Revenue and Profits- TABLE VII

The business study demonstrates that the business will generate profits (before Tax) of TZS 15.7 billion in year 1 and rise to TZS 25.3 billion in year 4 accumulating to TZS 80 billion over the period under review. **Ref Table VII**

6.2.3 State of affairs- TABLE VIII

Through increased sales and activity, the equity will rise from TZS 22.2 billion in year 1 to TZS 67.8 billion in year 4.

6.3.4 Cash Flow TABLE IX

The study shows that a positive cash flow will be generated during the period under study. **Ref Table IX**

6.3.5 Milestone

Implementation of the capital commitment will be timed properly to take advantage of efficient sequencing of events to allow maximum utilization of the funds.

6.3.6 Additional Investment Plan – TABLE I

The investment will consist of non-current and current assets amounting to TZS 47.32 billion.

6.3.7 Working Capital – TABLE III

The assumption regarding estimated projects working capital requirements are as follows:

- Accounts receivable - 10% of annual turnover
- Payables – 10% of Operating Costs

Based on the above assumptions, the optimal working capital requirements works out to TZS 3.2.b in the first year increasing to TZS 3.7b in the 4th year.

6.3.9 Depreciation Schedule TABLE IV

	Items	Depreciation Rates %
1	MOTOR VEHICLES	25%
2	COMPUTERS	10%
3	OFFICE EQUIPMENT	10%
4	FURNITURE & FITTINGS	10%
5	Pre-Operational Expenses	20%

6.3.10 Projected Income Statements –TABLE VII

The project is profitable ref. Appendix VII. Net profit after tax rises from of TZS 11 billion in year 1 to TZS 17.7 billion in the 4th year. The profits will accumulate to TZS 56.5 billion for the 4 years projected.

The Company's average Gross profit Margin is 29% and has an average Net Profit Margin of 16%

6.3.11 Capital Structure - TABLE VIII

The balance sheet shows a healthy capital structure. Total Assets rise from TZS 64.9 billion in year 1 to TZS 84.8 billion in the 4th year. The gearing and liquidity ratios derived from the balance sheet projections initially are as follows:

Debt/equity = 1.34 times
Loan cover = 2.18 times

The debt/equity ratio disappears as the loan obligations are met after the 2nd year.

6.3.12 Liquidity Projections TABLE IX

The liquidity position of the project is good. Cash equivalent rises from TZS 17.1 billion in 1st year and TZS 71.5 billion in year 4.

On assumption that the project be on schedule, it is expected to meet its obligations on due dates, without undue difficulty

6.3.13 Pay Back – TABLE X

After Tax Pay Back Period is within 2 years 6 months

Whereas Equity cost is **TZS 51.8 billion**, the same will be recouped in year 2 years 6 months

7.0 ORGANISATION AND MANAGEMENT

7.1 Board of Directors

This is the highest policy and management board which deals with overseeing the general running of the business by the executive committee and offer guidance on how the company is to be run so as to achieve the desired objectives of the owners.

Their major roles includes, but not limited to;

- The administration of the company and for ensuring that the business complies with the relevant rules and regulations;
- Responsible for the company's strategic development and for supervising and steering the business;
- Decides on the company's key operating principles;
- Confirms the company's annual operating plan, annual financial statements and interim reports;
- Decides on major investments;
- Confirms the company's ethical values and oversees their implementation.

7.2 The Executive Management (Committee)

Mr. Gilbert Mrema, who is an experienced entrepreneur, is the Chief Executive Officer involved in the day-to-day management of activities of the businesses. He is assisted by Operations Manager, Accounting Clerk and Administrative Manager.

Mr. Mrema also enjoys the services of Financial and Legal consultants whom he commissions to advise him from time to time depending on the need arising.

7.3 Other Staff

The running of the day-to-day activities is done by permanent full-time employees who are involved in administrative tasks, driving and security services. The new trucks will add employment to about 400 new employees

Our staff are usually highly qualified and experienced in their line of operations and we expect the same to apply in the new line of commuter buses.

8.0 CONCLUSION AND RECOMMENDATIONS:

a. CONCLUSION

Analysis of viability of the proposed investment in transportation indicates that the transportation business is financially viable and economically attractive.

From a national point of view, the timely completion of the expansion programme will lead to the following economic benefits:

- The Company will contribute towards the expansion of high-class transport services.
- The Company will provide direct employment to over 400 Tanzanians in the field of transportation industry.
- The government will earn substantial revenue from the transportation licences in form of levies and taxes.

b. RECOMMENDATION

The business review indicates that the expansion program is viable and profitable. Besides, the business will increase utility to the consumers in the country and the East African Region at large as desired by both the management and the beneficiaries.

The management is competent to undertake the challenge and the business would be run without problems. It is recommended that TIC should consider granting the exemption certificate to assist the procurement of additional 200-unit Trucks and Trailers.

TABLE I

CAPITAL ITEMS/PROJECT COMPONENT:		FINANCING				
	PROJECT COST	EXISTING INVESTMENT (at cost)	FUTURE INVESTMENT	OWN FUNDS	LOAN	
A	NON CURRENT ASSETS:					
	MOTOR VEHICLES	48,173,500,000	853,500,000	47,320,000,000	10,000,000,000	37,320,000,000
	OFFICE COMPUTERS	7,500,000	7,500,000	-	-	-
	EQUIPMENTS	12,365,000	12,365,000	-	-	-
	FURNITURE & FITTINGS	15,000,000	15,000,000	-	-	-
	Total	48,208,365,000	888,365,000	47,320,000,000	10,000,000,000	37,320,000,000
B	Pre-operational Costs					
	Professional fees (Consultancy)	10,000,000	10,000,000	-	10,000,000	
	Documentation and Legal Charges	5,000,000	5,000,000		5,000,000	
	Loan Commitment Fee =1% Loan amount	373,200,000		373,200,000	373,200,000	
	Total Pre-operational Expenses	388,200,000	15,000,000	373,200,000	388,200,000	-
C	Initial Working Capital	3,260,700,000	-	3,260,700,000	3,260,700,000	
	TOTAL INVESTMENT / PROJECT COST	51,857,265,000	903,365,000	50,953,900,000	13,648,900,000	37,320,000,000

TABLE II

**ESTIMATED CAPITAL EXPENDITURE / INVESTMENT COST:
INVESTMENT COST: IN TZS**

Project Component	Total Cost	%
Capital Expenditure	48,596,565,000	93.71%
Initial Working Capital	3,260,700,000	6.29%
TOTAL PROJECT FINANCING	51,857,265,000	100.00

FINANCING PLAN: IN TZS

Assets Investment:		Total Cost	%
Source			
1 Owner's Equity	14,537,265,000		28.03
2 Term Loan	37,320,000,000		71.97
	51,857,265,000		100

TABLE III

CHRISTIANIA PUBLIC TRANSPORT

ESTIMATED WORKING CAPITAL REQUIREMENT: IN TZS **TABLE IV**

Particulars / Years	1	2	3	4
A CURRENT ASSETS	-	-	-	-
2 Receivables (10% Revenue)	11,370,000,000	11,938,500,000	12,535,824,000	13,162,710,000
Total Current Assets	11,370,000,000	11,938,500,000	12,535,824,000	13,162,710,000
B CURRENT LIABILITIES				
1 Payables (10% Total Cost)	8,109,300,000	8,522,280,000	8,956,939,800	9,413,946,300
Total Current Liabilities	8,109,300,000	8,522,280,000	8,956,939,800	9,413,946,300
2 Net CA/ Liabilities	3,260,700,000	3,416,220,000	3,578,884,200	3,748,763,700
3 Increase/ Decrease in Working Capital	3,260,700,000	155,520,000	162,664,200	169,879,500

ASSETS DEPRECIATION AND AMORTISATION SCHEDULE: IN TZS TABLE V

Particulars	Years		Depreciation Rate	1	2	3	4	Total	
A. CAPITAL EXPENDITURE ITEMS:									
1	MOTOR VEHICLES	853,500,000	47,320,000,000	48,173,500,000	25%	12,043,375,000	12,043,375,000	12,043,375,000	48,173,500,000
2	COMPUTERS	7,500,000	-	7,500,000	10%	750,000	750,000	750,000	3,000,000
3	OFFICE EQUIPMENT	12,365,000	-	12,365,000	10%	1,236,500	1,236,500	1,236,500	4,946,000
4	FURNITURE & FITTINGS	15,000,000	-	15,000,000	10%	1,500,000	1,500,000	1,500,000	6,000,000
	Total	888,365,000	47,320,000,000	48,208,365,000	10%	-	-	-	-
6	Preoperational Expenses	-	-	-	-	-	-	-	-
	Total Depreciation		48,596,565,000			12,124,501,500	12,124,501,500	12,124,501,500	48,498,006,000
	ACCUMMULATED DEPRECIATION			12,124,501,500	24,249,003,000	36,373,504,500	48,498,006,000		-
	NET CARRYING AMOUNT			36,472,063,500	24,347,562,000	12,223,060,500	98,559,000		-

ESTIMATED REVENUES AND OPERATING COSTS: IN TZS"

TABLE VI

Particulars	Years				Total
	1	2	3	4	
A. Revenues Assumptions:					
Transit Transportation Project.					
a) Number of Trucks	205	205	205	205	
b) Trips Per Month	3	3	3	3	
c) Revenue Per Trip Per Truck (Growing at 5% Annually)	15,000,000	15,750,000	16,538,000	17,365,000	
d) Number of Months	12	12	12	12	
Annual Trucks Revenue	110,700,000,000	116,235,000,000	122,050,440,000	128,153,700,000	477,139,140,000
Local Trips					
a) Number of Trucks	5	5	5	5	
b) Trips Per Month	10	10	10	10	
c) Revenue per Day per Truck (Growing at 5% Annually)	5,000,000	5,250,000	5,513,000	5,789,000	
d) Number of Months	12	12	12	12	
Annual Revenue	3,000,000,000	3,150,000,000	3,307,800,000	3,473,400,000	
TOTAL ANNUAL INCOME	113,700,000,000	119,385,000,000	125,358,240,000	131,627,100,000	490,070,340,000
B. OPERATING EXPENSES					
1 Salaries and Wages i) Transit Truck Drivers (450,000 @)	1,107,000,000	1,217,700,000	1,339,470,000	1,473,417,000	5,137,587,000
ii) Local Trucks Driver (300,000 @)	18,000,000	19,800,000	21,780,000	23,958,000	83,538,000
iii) Turnboys (150,000 @)	378,000,000	415,800,000	457,380,000	503,118,000	
2 Services and Maintenance Expenses (20% of Sales)	22,740,000,000	23,877,000,000	25,071,648,000	26,325,420,000	98,014,068,000
3 Fuel and Lubricants (40% on Sales)	45,480,000,000	47,754,000,000	50,143,296,000	52,650,840,000	196,028,136,000
4 Administrative Expenses- 10% of Sales	11,370,000,000	11,938,500,000	12,535,824,000	13,162,710,000	49,007,034,000
TOTAL OPERATING COSTS	81,093,000,000	85,222,800,000	89,569,398,000	94,139,463,000	350,024,661,000
	0.71	0.71	0.71	0.72	
D FINANCIAL COSTS					
Interest Expende	4,756,825,111	3,639,587,814	2,355,500,033	200,000	10,752,112,958
Depreciation	12,124,501,500	12,124,501,500	12,124,501,500	12,124,501,500	48,498,006,000
TOTAL FINANCIAL COSTS	16,881,326,611	15,764,089,314	14,480,001,533	12,124,701,500	59,250,118,958

PROJECTED INCOME STATEMENT: IN TZS TABLE VII

Particulars	-Years	1	2	3	4	TOTAL
1	Turnover	113,700,000,000	119,385,000,000	125,358,240,000	131,627,100,000	490,070,340,000
2	Less Operating Cost	81,093,000,000	85,222,800,000	89,569,398,000	94,139,463,000	350,024,661,000
3	Gross Operating Profit	32,607,000,000	34,162,200,000	35,788,842,000	37,487,637,000	140,045,679,000
4	Less : Financial and Capital Costs;					-
a)	Loan Interest	4,756,825,110	3,639,587,810	2,355,500,030	200,000	10,752,112,950
b)	Depreciation & Armotisation	12,124,501,500	12,124,501,500	12,124,501,500	12,124,501,500	48,498,006,000
	Total Financial and Capital Costs	16,881,326,610	15,764,089,310	14,480,001,530	12,124,701,500	59,250,118,950
5	Net Profit Before Taxation	15,725,673,390	18,398,110,690	21,308,840,470	25,362,935,500	80,795,560,050
6	Less: Tax @ 30% p.a	4,717,702,017	5,519,433,207	6,392,652,141	7,608,880,650	24,238,668,015
7	Net Profit After Taxation	11,007,971,373	12,878,677,483	14,916,188,329	17,754,054,850	56,556,892,035
8	Accumulated Profit (Loss)	11,007,971,373	23,886,648,856	38,802,837,185	56,556,892,035	130,254,349,449
	Gross Margins (%)	29%	29%	29%	28%	29%
9	Net Margins (%)	14%	15%	17%	19%	16%

PROJECTED BALANCE SHEETS: IN TZS

TABLE VIII

Particulars	Years	1	2	3	4
A ASSETS					
1 Fixed Assets		36,472,063,500	24,347,562,000	12,223,060,500	98,559,000
B CURRENT ASSETS:					
1 Cash		17,108,410,768	34,159,499,521	52,028,354,884	71,595,014,985
3 Accounts Receivable		11,370,000,000	11,938,500,000	12,535,824,000	13,162,710,000
Total Current Assets		28,478,410,768	46,097,999,521	64,564,178,884	84,757,724,985
TOTAL ASSETS		64,950,474,268	70,445,561,521	76,787,239,384	84,856,283,985
EQUITY AND LIABILITIES					
1 Owner's Equity contribution		11,276,565,000	11,276,565,000	11,276,565,000	11,276,565,000
2 Accumulated Profit		11,007,971,373	23,886,648,856	38,802,837,185	56,556,892,035
TOTAL EQUITY		22,284,536,373	35,163,213,856	50,079,402,185	67,833,457,035
D LONG TERM LIABILITIES					
1 Loan term Loan		29,838,935,878	21,240,634,458	11,358,245,258	-
Total Long term Liabilities		29,838,935,878	21,240,634,458	11,358,245,258	-
C CURRENT LIABILITIES:					
1 Payables		8,109,300,000	8,522,280,000	8,956,939,800	9,413,946,300
3 Taxation		4,717,702,017	5,519,433,207	6,392,652,141	7,608,880,650
Total Current Liabilities		12,827,002,017	14,041,713,207	15,349,591,941	17,022,826,950
4 TOTAL LIABILITIES		42,665,937,895	35,282,347,665	26,707,837,199	17,022,826,950
TOTAL EQUITY AND LIABILITIES		64,950,474,268	70,445,561,521	76,787,239,384	84,856,283,985
Loan Cover		2.18	3.32	6.76	-
Debt / Equity Ratio		1.34	0.60	-	-

CASHFLOW STATEMENT		TABLE IX			
		1	2	3	4
	T.SHS	T.SHS	T.SHS	T.SHS	T.SHS
A OPERATING ACTIVITIES					
Net Income	15,725,673,390	18,398,110,690	21,308,840,470	25,362,935,500	
Adjustments for non cash items					
Depreciation	12,124,501,500	12,124,501,500	12,124,501,500	12,124,501,500	
Change in Working Capital					
Debtors	(11,370,000,000)	(568,500,000)	(597,324,000)	(626,886,000)	
Creditors and Accrued Charges	8,109,300,000	412,980,000	434,659,800	457,006,500	
Total	(3,260,700,000)	(155,520,000)	(162,664,200)	(169,879,500)	
Total Cash Inflow from Operating Activities	24,589,474,890	30,367,092,190	33,270,677,770	37,317,557,500	
Less Tax Paid	-	(4,717,702,017)	(5,519,433,207)	(6,392,652,141)	
Net Cash Inflow From Operating Activities	24,589,474,890	25,649,390,173	27,751,244,563	30,924,905,359	
B INVESTING ACTIVITIES					
Acquisition of Fixed Assets	(51,857,265,000)	-	-	-	
Disposals of Assets	-	-	-	-	
Net Cash Outflow From Investing Activities	(51,857,265,000)	-	-	-	
C FINANCING ACTIVITIES					
Paid up Capital	14,537,265,000	-	-	-	
Loan	37,320,000,000	-	-	-	
Loan Repayment	(7,481,064,122)	(8,598,301,420)	(9,882,389,200)	(11,358,245,258)	
Net Cash Inflow (Outflow) From Financing Activities	44,376,200,878	(8,598,301,420)	(9,882,389,200)	(11,358,245,258)	
D CASH AND CASH EQUIVALENTS					
Increase / (Decrease) In Cash And Cash Equivalents	17,108,410,768	17,051,088,753	17,868,855,363	19,566,660,101	
Cash and Cash Equivalents at the Beginning of Year	-	17,108,410,768	34,159,499,521	52,028,354,884	
Cash and Cash Equivalents at the End of Year	17,108,410,768	34,159,499,521	52,028,354,884	71,595,014,985	
	-	-	-	-	

