



BUSINESS PLAN FOR CARGO TRANSPORTATION PROJECT

HIGHLAND ESTATES LIMITED

Plot No.122 Pugu Road, Temeke District Dar es Salaam region,
Tanzania



HIGHLAND ESTATES LIMITED

P. O. Box 71731, DARES SALAAM

1.0 INTRODUCTION

HIGHLAND ESTATES LIMITED is a company incorporated in Tanzania with certificate No. 19602 dated January 7th,1991 as private limited company under the Tanzanian Companies Act, 2002. HIGHLAND ESTATES LIMITED is engaged in the business of Transportation and Logistics, ICD, import and selling various products etc, HIGHLAND ESTATES LIMITED is currently planning to provide global supply chain solutions providers within the country and in east Africa and SADC region.

1.1 OUR MISSION

To become a leading integrated global logistics and supply chain management company providing business enabling solutions and exceeding customer expectations.

1.2 OUR VISION

To deliver customized and unique logistics solutions globally ensuring time and cost savings for customers in a responsible and sustainable manner.

1.3 OUR VALUES

At HIGHLAND ESTATES LIMITED, we believe the customer comes first; we are focused to ensure customer delight, superior quality of delivery and increased customer profitability.

At HIGHLAND ESTATES LIMITED, at our operations all over the country, we practice an enduring value system based on an open

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culture, honest and fair business and personal conduct, earning the confidence and trust of our Associates and Customers.

At HIGHLAND ESTATES LIMITED, we practice transparency with all agencies that we are involved with.

At HIGHLAND ESTATES LIMITED, we value the importance of our colleagues, evolving a sense of togetherness and passion to deliver. OWNERSHIP AND OPERATIONS

1.4 COMPANY OWNERSHIP

HIGHLAND ESTATES LIMITED is promoted by five shareholders who are very experienced in transport and logistic business.

Name of shareholders	% of shares	Nationality
FAHAD HAROON PIRMOHAMED	40.13	Tanzania
PIRMOHAMED ABDULHAK MULLA	10.98	Tanzania
ABDULHAMID HAROON PIRMOHAMED	10.86	Tanzania
NAWAB ABDULHAK MULLA	20.02	Tanzania
HAROON MULLA PIRMOHAMED	18.01	Tanzania

1.6 PROJECT LOCATION

Project location of transportation is located at **Plot No.122 Pugu Road, Temeke District Dar es Salaam region, Tanzania**

1.7 FLEET SIZE

HIGHLAND ESTATES LIMITED is planning to purchase **250** trucks and trailers. With capacity of carrying **20** tons truck and trailer,

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one truck conducting **2** round trips per month operating for ten months per year, carrying 75,000Mt / per year

HIGHLAND ESTATES LIMITED **management** intends to continue building its fleet to a level of –

- 50 trucks by 2025
- 100 trucks by 2026
- 100 trucks by 2027

Required number of trailers will also be added to existing fleet in order to cater to additional requirements in line with truck additions.

1.8 PROJECT ESTIMATED REVENUE

The company has estimated that the project revenue to be US\$ 5000 per trip

1.9 PROJECT OPERATING COST

The company has estimated that the project operating cost and other cost to be 80% of the total annual revenue

1.10 PROJECT FINANCING

The company has estimated that the project will be financed by long term loan amounting to US\$15,000,000 with interest rate of 8% repaid within 8 years and remaining US\$ 7,191,000 will be shareholders contribution and cashflow from operations

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1.11 PROJECT COST

The project has budgeted to cost the followings:

PARTICULAR	US\$
Land and Buildings	2,641,500.00
Machinery & Equipment	945,000.00
Motor Vehicles	17,500,000.00
Furniture & Fixtures	30,000.00
Pre exp	70,000.00
Others	4,500.00
Working Capital	1,000,000.00
TOTAL	22,191,000.00

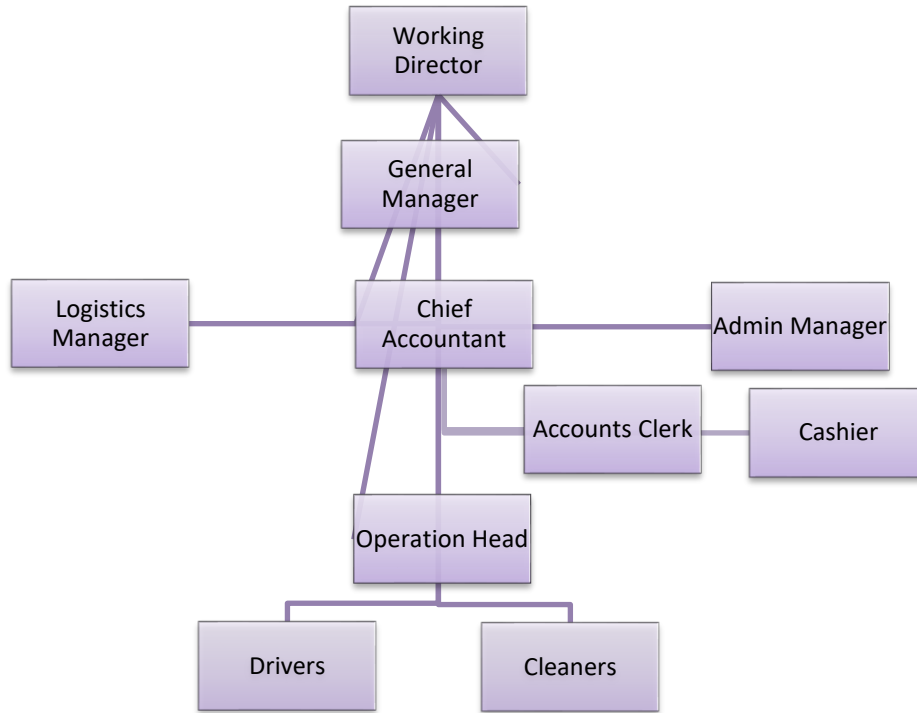
2.0 ORGANISATION FLOW CHART

HIGHLAND ESTATES LIMITED management is headed by Managing Director. Core management team comprises of 1 General Manager, 1 HR and Admin Manager, 1 Logistics Manager, 1 Chief Accountant and 2 Junior accounting clerks. Operational team headed by 3 operational managers and includes drivers and cleaners.

The organisation chart of the HIGHLAND ESTATES LIMITED is presented herein below:

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Total of 270 Employees to be employed on full scale operation

3.0 TANZANIA TRANSPORT OVER VIEW

Global trends increasingly highlight transport and logistics as central to economic growth, and Tanzania is no exception. The transport sector is a major contributor to Tanzania's foreign currency reserves, with USD 2,614.8 million, ranking third after the travel/tourism sector (USD 3,642.5 million) and minerals (USD 3,608.5 million). Combined, the transport and tourism sectors account for 42.62% of the country's foreign currency reserves. The sector's significance is further underscored by its positive impact on the current account, where the service account (primarily transport and travel) recorded a surplus of USD

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4,569.70 million in FY 2024, compared to a deficit of USD 5,915.9 million in the goods account.

In terms of GDP, transport and storage contribute 7.8% to the GDP, making it the fifth-largest sector, and contributed 6.3% to GDP growth for the year ended 31 June 2023.

Tanzania Road Transport

Road transport is the most widely used form of transport in Tanzania, carrying over 90% of the passengers and 75% of the freight traffic in the country.

The road network in Tanzania currently comprises 86,472 kilometers of roads, of which 12,786 kilometers are trunk roads, 21,105 kilometers are regional roads and the remaining 52,581 kilometers are district, urban and feeder roads.

Tanzania's Ministry of Works, Transport, and Communication through the Tanzania National Roads Agency (TANROADS) is managing the national road network of about 33,891 kilometers, comprising 12,786 kilometers of trunk and 21,105 kilometers of regional roads.

The remaining network of about 53,460 kilometers of urban, district and feeder roads is under the responsibility of the Prime

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Minister's Office Regional Administration and Local Government
(PMO-RALG).

Tanzania Rail Transport

Railway transport is the second most important mode of transport after road and critical for long distance freight along the main transport corridors in Tanzania.

Tanzania has a total of 3,676 kilometers of railway lines operated by two railway systems, Tanzania Railways Corporation (TRC) and Tanzania – Zambia Railways (TAZARA).

The mainline of TRC comprises the central corridor between the port of Dar es Salaam in the east, linking central and western areas of the country and terminating at Kigoma on Lake Tanganyika in the west.

The TAZARA line is 1,860 kilometers in length, of which 975 kilometers is in Tanzania and 885 kilometers in Zambia.

Tanzania Air Transport

The total number of air passengers in Tanzania reached 6.2 million in 2019, compared to 5.2 million in 2015, representing an increase of 18%.

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Currently (2020), there are 19 airline operators in Tanzania, including some of the leading international air carriers such as British Airways, KLM, Qatar Airways, and SWISS.

There are 58 airports in Tanzania and more than 300 private airstrips owned by mining companies and tour operators.

The Julius Nyerere International Airport (JNIA), located in Dar es Salaam, is the largest and busiest airport in Tanzania, accounting for over 70% of Tanzania's air passengers.

In August 2019, Tanzanian President John Magufuli inaugurated Terminal 3 of the JNIA. The new terminal, which cost USD 314 million set the airport capacity at 8 million passengers annually.

In 2019, the AfDB approved a USD 272.12 million loan to Tanzania for the construction of a new international airport in the capital Dodoma. The new airport will be built in the district of Msalato, 12 kilometers from the capital Dodoma.

The new facility is expected to handle at least 50,000 aircrafts and one million passengers per year.

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Tanzania Water Transport

Tanzania has a coastline of about 720 kilometers on the Indian Ocean, and also borders Lake Victoria, Lake Nyasa, and Lake Tanganyika.

Both sea and inland waterways ports in Tanzania are managed and operated by the Tanzania Ports Authority (TPA).

The TPA's main Indian Ocean ports are Dar es Salaam, Mtwara, and Tanga. Minor seaports serving coastal traffic include Lindi, Kilwa Masoko, Mafia Island, Bagamoyo, Pangani, and Kwale.

Dar es Salaam is Tanzania's principal port with intrinsic capacity of 10.1 tonnes per year. The port handles over 92% of the total maritime ports' throughput.

The port serves land-linked countries of Malawi, Zambia, Democratic Republic of Congo, Rwanda, Burundi, and Uganda.

These countries are connected to the port through two railway systems (TRL-1.0 metre gauge and TAZARA-1.067 metre gauge), road network, as well as the TAZAMA oil pipeline to Zambia.

TPA also operates Tanzania's lake ports, maintaining around 20 ports on Lake Victoria. Some major ports include Bukoba, Kemono Bay, Musoma, and Nansio.

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Principal lake ports on Tanganyika include Kigoma and Kasanga. Additionally, there are 15 smaller ports along the lake. These ports provide trade connections between Burundi, Eastern Democratic Republic of the Congo, and Zambia.

Lake Nyasa has 4 important ports, at Itungi, Mbamba Bay, Liuli, and Manda. There are up to 10 others smaller TPA ports on the lake that facilitate passenger movement along the lake and between the countries of Malawi, Mozambique, and Tanzania.

4.0 TANZANIAN BUSINESS ENVIRONMENT

In the African continent, TANZANIA is among the top ten investment destinations in Africa, thanks to reforms and a conducive investment environment set by the government.

The Rand Merchant Bank (RMB) ranked the country tenth in investment attractiveness, in the Where to Invest in Africa 2024 report.

4.1 THE TANZANIA DEVELOPMENT CORRIDORS

Development of transport corridors has been one of the main strategies adopted by the Government of Tanzania to facilitate trade. Tanzania serves as a transit country for the import and export of Malawi, Zambia, DR Congo, Burundi, Rwanda and Uganda, using the port of Dar es Salaam. The main rail and road connections in Tanzania are, therefore, in an east-west direction,

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linking the ports with the hinterlands of those neighbouring countries. Tanzania is devoting much attention to the corridor concept in its development policy by concentrating efforts in the

Mtwara Corridor, Dar-es-Salaam Corridor, Central Corridor and the Tanga Corridor. The major challenge is to link import, export and transit traffic from and to neighbouring countries with transport development efforts, making Tanzania a natural regional hub.

The geography of Tanzania, including its size, diversity and dispersion, give roads a special position in the integration of the national economy. In particular, roads serve rural areas, where the majority of the people live, more effectively than any other mode of transport. The current Tanzania Road Network length is about 85,000 km, which includes trunk and regional roads (35,000 km) managed by the Tanzania National Roads Agency (TANROADS), and the urban, district and feeder roads with a total of 50,000 km, managed by Local Government Authorities (LGA). There are also some unclassified roads, such as those managed by the Tanzania National Parks Authority (TANAPA), and by the Mining Companies and village authorities.

5.0 SWOT ANALYSIS

STRENGTHS

Strengths of the business are –

- Promoters have sound experience in this business and have talented Management.
- Rapid growth in sector due to effective management
- Influence & Networking of Directors in the Business Sector.
- Business location is at prominent place.
- Good roads and highway in Tanzania.
- Confirmed business via agreement entered with few companies.

WEAKNESSES

Weakness of the business are –

- New entry in logistics market
- Stiff competition from local market and foreign for transit cargo
- Limited market share growth

OPPORTUNITIES

Opportunities of the business are –

- Potential market encourages foreign investors
- Increasing market share due to rail transport limitations

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- Augmented demand for world –class logistics and warehousing services
- Increased use of logistics services in sectors such as technology, consumer retail, automotive and industrial

THREATS

Threats of the business are –

- Complex Tax Structure
- Unorganised sector and competition
- Different laws in different countries
- Increasing fuel rates therefore increasing transportation costs

6.0 SERVICES OFFERED BY HIGHLAND ESTATES LIMITED

HIGHLAND ESTATES LIMITED Management understands that your supply chain needs are unique and that's exactly why the company have engaged the best minds in the Transport industry to create specific transport solutions customized to suit your ever-changing cargo movement environment. HIGHLAND ESTATES LIMITED transport vans, trucks and trailers (closed body trailers, flatbed trailers and low loaders) from precision transport are designed to seamless execution, HIGHLAND ESTATES LIMITED dedicated cargo transportation professionals are engaged at every step of the

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way to provide the services with the most accurate transport and economical transportation arrangement that the industry has to offer.

HIGHLAND ESTATES LIMITED Transportation and the company Customs Brokerage Service allow the company to complete the supply chain, cargo transit and offers truly door-to-door transportation service in the freight industry. The company optimized transportation translates to fast transit service and the door-to-door delivery of your freight on time, safely transported and damage free.

Transport integration with Customs Brokerage Service

- Allows HIGHLAND ESTATES LIMITED Transport Logistics to complete the supply chain and offer truly door-to-door transportation service in the market
- Eliminates unnecessary customs delays, transport dispatch and improves communication between the shipping line, Customs, Client and our transport department.
- Provides greater control, handling and security of your freight transportation

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- Full range of freight forwarding services are offered, including customs clearance, warehousing, in-bond storage, transportation, etc.
- Customer receives a single itemized invoice for door-to-door transportation eliminating additional administrative requirements

HIGHLAND ESTATES LIMITED Transport Logistics plan to customize and design transportation solutions to transport client's freight at the speed and ease. HIGHLAND ESTATES LIMITED Management has been in the transport logistics and our transport segment delivers freight to numerous customers spread across east Africa namely Tanzania, Uganda, Northern Tanzania, Burundi, Rwanda, Southern Sudan and DR Congo.

HIGHLAND ESTATES LIMITED plan to combine the economy of rail transport with road transport handling for seamless door-to-door service and savings. The company transport network throughout Tanzania, Uganda, Northern Tanzania, Burundi, Rwanda, Southern Sudan and DR Congo and large transport trucks, closed body trailers, flat bed trailers and low loaders fleet are aligned to offer transport applications suitable for all transportation needs. Whether clients freight requires rail transport or road transportation service, door-to-door transport, coast-to-coast

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transport, or cross-border transportation, HIGHLAND ESTATES LIMITED Transport Logistics is the solution.

Benefits of optimized door to door delivery and transportation

- HIGHLAND ESTATES LIMITED Transportation is dedicated to creating win-win solutions by investing talent, capital, and transport resources.
- Dynamic transport route optimization systems at client's disposal to create supply-chain door to door and reduce transport costs.
- The largest transportation truckload fleet and terminal network in the transport industry.
- Satellite tracking on our transport
- Modern fleet of transport trucks
- One of the Safest operating fleets in the transport industry
- Heavy and fragile equipment transported using air hydraulic low loaders.
- Door-to-door control of transport equipment = less handling, better security, and increased efficiency
- Fully multilingual experienced transport staff to cater all our transportation routes

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- Strict requirements for transport department staff and constant integrity checks transport and delivery.

Container Transport Mode (Container on Flat Bed)

HIGHLAND ESTATES LIMITED Capital offers a complete door-to-door service for all of your container transport requirements. Our road transport fleet is comprised of 400 trucks and transportation trailers. The company plans to have the most modern container transport fleet in the transport industry and our container transport trucks are all equipped with satellite tracking, permitting real time tracking of your loads.

HIGHLAND ESTATES LIMITED Transport Logistics also supplement road transport fleet with our access to our East Africa railway transport line. HIGHLAND ESTATES LIMITED Transport Logistics is capable of transporting heavy and bulk cargo on Low Loader, rail and can also transport transit cargo on rail and low-loaders.

Heavy Haulage – Low-Loader Transportation

HIGHLAND ESTATES LIMITED transportation Low Loaders comprise of a variety of unique low loader trailer configurations, HIGHLAND ESTATES LIMITED Capital is still constantly engineering new low loader transport solutions for our customers' Low Loader Transportation requirements. HIGHLAND ESTATES LIMITED Transportation Logistics is rapidly becoming

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the preeminent low loader transport provider for importers and exporters of many commodities, including earth transporting equipment and engineering structures that has to be transport on low loaders. Low loader as the industry's most dynamic carrier, HIGHLAND ESTATES LIMITED Transportation plans to expand our diverse portfolio of service-sensitive, specialty operations to meet our clients' low loaders needs.

Heavy Equipment Transport

Whether it is around town or interstate HIGHLAND ESTATES LIMITED Transportation has the low loaders and heavy transport equipment to transport any sized machines. We have low loader expertise required to transport, arrange all the permits, liase with police, load and unload cranes.

Mining Equipment Transport

HIGHLAND ESTATES LIMITED Low loader transport offers transportation services for heavy equipment utilizing their low loader trailers and has experienced transporting a range of Mining equipment including Hitachi Excavators, Zoom Lion Cranes, Caterpillars and Komatsu Dump Trucks, concrete mixers, graders and bulldozers on low loaders.

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Local cargo

HIGHLAND ESTATES LIMITED offers the fastest Local cargo service in Tanzania. This airport-to-airport service puts your cargo, envelopes and other packages on the first scheduled flight and delivers them to the recipient at the airport of arrival within one hour after the landing time. No advance reservations are required for this service.

Tanzanian Cargo provides around-the-clock Local cargo service with same-day delivery across Tanzania.

Transit Cargo

HIGHLAND ESTATES LIMITED strive to extend standard services across vast distances and through rough terrain all across East Africa. Our motivated staff and our expertise in the industry always keep us on schedule by rail and road.

HIGHLAND ESTATES LIMITED provide relocation and movement of both of bulk and containerized goods. HIGHLAND ESTATES LIMITED offer a variety of transport solutions, be it grouping or other transport services such as part and full load shipments by road, railways or a combination of two

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7.0 **COMPETITION**

According to data available there are more than 15,000 trucks registered in Tanzania and HIGHLAND ESTATES LIMITED plan to compete favorably with local and foreign companies

8.0 **FINANCIAL ASPECTS FOR THE PROJECT**

(i) Projected Profit and Loss Statement

The attached Appendix I shows the projected income for the 8 years period. The position depicted is that the project earns profit throughout its life. Accumulated after tax profits grow from. **US\$(490,231)** in the 1st year to **US\$ 48,620,992 in** the 8th year.

(ii) Projected Cash Flows

The project's cash flows are shown in Appendix II. They depict a good liquid position right from the first year. Cash accumulation builds up from **US\$ 2,610,099 in** the first year to **US\$ 69,223,632** at the end of 8th years of the project's operations.

(iii) Projected Balance Sheet

The owners' equity is shown in Appendix III. Owners' equity grows from **US\$ 7,191,000 in** the first year to **US\$ 13,179,220 at** the end of 8th years of the project's operations based

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(iv) Payback Period

Total investment is **US\$22,191,000.00** cash accumulation in 6th year **US\$ 23,328,500** which is more than the initial investment, the project payback Period is exactly 6 years.

(v) Loan repayment

Total investment loan is US\$US\$ 15,000,000 to be repaid within 8 years.

9.0 **ECONOMIC ASPECTS OF THE PROJECTS**

Besides the financial/monetary returns to the owners, there are other benefits to be derived for the whole country viz.

(i) Employment Opportunities

Employment and poverty reduction are among the major concern of the Central and the Local Government authorities. It is gratifying to note that the company, is going to provide additional employment to 270 people. This is a significant contribution coming from local investors.

(ii) Revenue to the Government

The Project is expected to pay a substantial annual amount in the form of corporation tax and other taxes

(iii) Foreign Exchange Earning

Since the project's clientele is mostly towards neighbouring countries the project will thus earn foreign currency for the

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United Republic of Tanzania. Out of all project expected cargo overhauling transactions will be settled in foreign currencies. In this study we have assumed that the project will be paid in foreign currency

10.0 CONCLUSION

- (iv) The project is profitable and contributes to government revenue by way of taxes.
- (v) The project provides employment to 270 people.
- (vi) The project is an encouraging sign to prove that we have good business environments and we have investors who have confidence in their country. Tanzania so much so that they are ready to invest such large sums of investment despite the odds of the sector in question.

11.0 RECOMMENDATION

After the foregoing economic and financial evaluation of the project, we strongly recommend that this project be implement and be given all the support required by all the concerned Government Ministries and Agencies, including the Tanzania

Revenue Authority, TRA and the Tanzania Investment Centre – (TIC). The project deserves this support because of its viability, since it is technical feasible, economically viable and socially acceptable.

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APPENDIX I

HIGHLAND ESTATES LIMITED PROJECTED PROFIT AND LOSS STATEMENT US\$

	1	2	3	4	5	6	7	8
Revenue	12,000,000	24,000,000	48,000,000	60,000,000	66,000,000	72,600,000	79,860,000	87,846,000
Operating Expenses:	9,600,000	19,200,000	38,400,000	48,000,000	52,800,000	58,080,000	63,888,000	70,276,800
Profit before Depreciation & Interest	2,400,000	4,800,000	9,600,000	12,000,000	13,200,000	14,520,000	15,972,000	17,569,200
Interest	1,200,000	1,050,000	900,000	750,000	600,000	450,000	300,000	150,000
Depreciation	1,900,330	1,900,330	1,900,330	1,900,330	1,900,330	1,900,330	1,900,330	1,900,330
Gross Profit	(700,330)	1,849,670	6,799,670	9,349,670	10,699,670	12,169,670	13,771,670	15,518,870
Tax (30%)	(210,099)	554,901	2,039,901	2,804,901	3,209,901	3,650,901	4,131,501	4,655,661
Profit After Tax	(490,231)	1,294,769	4,759,769	6,544,769	7,489,769	8,518,769	9,640,169	10,863,209
Accumulated Profit	(490,231)	804,538	5,564,307	12,109,076	19,598,845	28,117,614	37,757,783	48,620,992

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APPENDIX II

HIGHLAND ESTATES LIMITED PROJECTED CASH FLOWS US\$

SOURCES:	0	1	2	3	4	5	6	7	8
Profit before interest and depreciation	-	2,400,000	4,800,000	9,600,000	12,000,000	13,200,000	14,520,000	15,972,000	17,569,200
Equity	7,191,000								
Loan	15,000,000								
Total Sources	22,191,000	2,400,000	4,800,000	9,600,000	12,000,000	13,200,000	14,520,000	15,972,000	17,569,200
Applications:									
Capital expenditure	21,116,500	-	-	-	-	-			
working Capital & Others	1,074,500								
Cash	-	2,610,099	4,245,099	7,560,099	9,195,099	9,990,099	10,869,099	11,840,499	12,913,539
Tax	-	(210,099)	554,901	2,039,901	2,804,901	3,209,901	3,650,901	4,131,501	4,655,661
Sub total	22,191,000	2,400,000	4,800,000	9,600,000	12,000,000	13,200,000	14,520,000	15,972,000	17,569,200
Total applications	22,191,000	2,400,000	4,800,000	9,600,000	12,000,000	13,200,000	14,520,000	15,972,000	17,569,200
Accumulated cash		2,610,099	6,855,198	14,415,297	23,610,396	33,600,495	44,469,594	56,310,093	69,223,632

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APPENDIX III

HIGHLAND ESTATES LIMITED PROJECTED BALANCE SHEET US\$

-	0	1	2	3	4	5	6	7	8
Opening balance	-	21,116,500	19,216,170	17,315,840	15,415,510	13,515,180	11,614,850	9,714,520	7,814,190
Total Long-term Assets	-	21,116,500	19,216,170	17,315,840	15,415,510	13,515,180	11,614,850	9,714,520	7,814,190
Less depreciation	-	1,900,330	1,900,330	1,900,330	1,900,330	1,900,330	1,900,330	1,900,330	1,900,330
Closing balance	-	19,216,170	17,315,840	15,415,510	13,515,180	11,614,850	9,714,520	7,814,190	5,913,860
Working capital	1,074,500	1,074,500	1,074,500	1,074,500	1,074,500	1,074,500	1,074,500	1,074,500	1,074,500
Accumulated cash	-	2,610,099	6,855,198	14,415,297	23,610,396	33,600,495	44,469,594	56,310,093	69,223,632
Total assets	1,074,500	22,900,769	25,245,538	30,905,307	38,200,076	46,289,845	55,258,614	65,198,783	76,211,992
Financed by									
Equity	7,191,000	7,191,000	7,191,000	7,191,000	7,191,000	7,191,000	7,191,000	7,191,000	7,191,000
Net profit	-	(584,500)	255,500	1,935,500	2,775,500	3,195,500	4,921,000	5,429,200	5,988,220
Total equity	7,191,000	6,606,500	7,446,500	9,126,500	9,966,500	10,386,500	12,112,000	12,620,200	13,179,220
Long term loan	-	15,000,000	13,125,000	11,250,000	9,375,000	7,500,000	5,625,000	3,750,000	1,875,000
Total debts	-	15,000,000	13,125,000	11,250,000	9,375,000	7,500,000	5,625,000	3,750,000	1,875,000
Total equity and debts	7,191,000	21,606,500	20,571,500	20,376,500	19,341,500	17,886,500	17,737,000	16,370,200	15,054,220

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APPENDIX IV

HIGHLAND ESTATES LIMITED PROJECTED DEPRECIATION SCHEDULE US\$

NAME OF ASSETS	1	2	3	4	5	6	7	8
Land And Buildings	2,641,500	2,588,670	2,535,840	2,483,010	2,430,180	2,377,350	2,324,520	2,271,690
Machinery, Tools & Equipment	945,000	850,500	756,000	661,500	567,000	472,500	378,000	283,500
Motor Vehicles	17,500,000	15,750,000	14,000,000	12,250,000	10,500,000	8,750,000	7,000,000	5,250,000
Furniture & Fixtures	30,000	27,000	24,000	21,000	18,000	15,000	12,000	9,000
Total	21,116,500	19,216,170	17,315,840	15,415,510	13,515,180	11,614,850	9,714,520	7,814,190
DEPRECIATION	1	2	3	4	5	6	7	8
Land and buildings	52,830	52,830	52,830	52,830	52,830	52,830	52,830	52,830
Machinery tools & Equipment	94,500	94,500	94,500	94,500	94,500	94,500	94,500	94,500
Motor Vehicles	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000
Furniture & Fixtures	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
ANNUAL DEPRECIATION	1,900,330	1,900,330	1,900,330	1,900,330	1,900,330	1,900,330	1,900,330	1,900,330

HIGHLAND ESTATES LIMITED

P. O. Box 71731, DARES SALAAM

APPENDIX V

HIGHLAND ESTATES LIMITED PROJECTED LONG TERM LOAN REPAYMENT

Year	principle	Loan Interest (8%)	Total Amount Paid	Loan Balance
0				
1	1,875,000	1,200,000	3,075,000	15,000,000
2	1,875,000	1,050,000	2,925,000	13,125,000
3	1,875,000	900,000	2,775,000	11,250,000
4	1,875,000	750,000	2,625,000	9,375,000
5	1,875,000	600,000	2,475,000	7,500,000
6	1,875,000	450,000	2,325,000	5,625,000
7	1,875,000	300,000	2,175,000	3,750,000
8	1,875,000	150,000	2,025,000	1,875,000

HIGHLAND ESTATES LIMITED

P. O. Box 71731, DARES SALAAM

APPEDIX VI

HIGHLAND ESTATES LIMITED PAYBACK PERIOD US\$

Year	Profit After Tax	Depreciation	Total Cash Flow	Accumulated Cash Flow
1	-490,231.00	1,900,330	1,410,099.00	1,410,099.00
2	1,294,769.00	1,900,330	3,195,099.00	4,605,198.00
3	4,759,769.00	1,900,330	6,660,099.00	11,265,297.00
4	6,544,769.00	1,900,330	8,445,099.00	19,710,396.00
5	7,489,769.00	1,900,330	9,390,099.00	29,100,495.00
6	8,518,769.00	1,900,330	10,419,099.00	39,519,594.00
7	9,640,169.00	1,900,330.00	11,540,499.00	51,060,093.00

HIGHLAND ESTATES LIMITED

P. O. Box 71731, DARES SALAAM

APPEDIX VI

HIGHLAND ESTATES LIMITED COST STRUCTURE

PARTICULAR	US\$
Land and Buildings	2,641,500.00
Machinery & Equipment	945,000.00
Motor Vehicles	17,500,000.00
Furniture & Fixtures	30,000.00
Pre exp	70,000.00
Others	4,500.00
Working Capital	1,000,000.00
TOTAL	22,191,000.00

