

SOUTHLINK CONTAINER TERMINAL LIMITED

BUSINESS PLAN FOR DEVELOPMENT OF INLAND CONTAINER DEPOT (ICD)

Plots No.52 &14A & B, Kurasini Area, Tememe-DAR ES SALAAM

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1.0 INTRODUCTION

SOUTHLINK CONTAINER TERMINAL LIMITED is a company incorporated in Tanzania with a certificate of Incorporation No. 177438499 dated 27th August 2024. The board of directors of **SOUTHLINK CONTAINER TERMINAL LIMITED** are well-known businessmen in Tanzania providing warehousing and logistical services locally as well as transit goods, especially bulk cargo services. The project intends to develop and operate an inland Container Depot (ICD) at Plots No.52 &14A & B, Kurasini Area, Temeke-DAR ES SALAAM.

To achieve this, **SOUTHLINK CONTAINER TERMINAL LIMITED** is investing and seeking finances to develop a project that will competitively take advantage of the nature and location of the area.

SOUTHLINK CONTAINER TERMINAL LIMITED is a limited company, with principal offices located in Dar es Salaam. The management of **SOUTHLINK CONTAINER TERMINAL LIMITED** is highly experienced internationally and locally.

1.2 SERVICES

SOUTHLINK CONTAINER TERMINAL LIMITED is a company comprising of two shareholders. The company intends to promote customs clearance and maintenance of containers and other valued added services provided at ICDs. The business plan lays down goals and tasks of the company to ensure it follows and fulfills all conceived objectives of the project.

SOUTHLINK CONTAINER TERMINAL LIMITED intends to promote warehousing and logistical services locally as well as transit goods especially bulk cargo services at competitive rates. The project will employ the required market technology in accordance with existing international standards. The project will operate and develop an Inland Container Depot. The company's overall strategy will be based on a continuous improvement process of setting objectives, monitoring results, and providing feedback to facilitate continuous monitoring and improvement to enhance development and growth in accordance with industry best practices.

Basically, the critical purpose of the planned project is to operate and develop a state-of-the-art Inland Container Depot at very affordable rates. The project will employ top contractors who possess the necessary experience in accordance with laws governing the construction industry in Tanzania.

1.3 MISSION

The mission of **SOUTHLINK CONTAINER TERMINAL LIMITED** is to provide quality services at affordable rates in Tanzania.

1.4 THE PROJECT PROMOTERS

The project is being promoted by **SOUTHLINK CONTAINER TERMINAL LIMITED**, a private company registered under the Companies Act 2002. The company is owned by two shareholders:

Shareholders names	% of ownership	Nationality
BASILA ROBERT CHUWA	50	Tanzania
LORRAINE WAMBI SHIPELLA	50	Tanzania

1.5 LOCATION

The project is located at Plots No.52 &14A & B, Kurasini Area, Temeke-DAR ES SALAAM. The premises have adequate space for the project including office space and an adequate parking yard. The location is ideally suited for the specified business operations due to its accessibility, a highly developed infrastructure, and its close proximity to the Dar es Salaam Port.

2.0 THE TARGET MARKET

The target market for the Inland Container Depot (ICD) includes businesses and/or institutions that import merchandise from abroad and sell within the country and/or store transit goods for surrounding landlocked Countries and exporters.

3.0 FINANCIAL CONSIDERATIONS

SOUTHLINK CONTAINER TERMINAL LIMITED expects to be profitable during its operations. Despite the initial outlay of cash required for pre-construction including obtaining the required permit for the construction of the property, the company's cashflow is expected to be healthy. The investment will cost approximately USD \$ 17m as shown below:

SOUTHLINK CONTAINER TERMINAL LIMITED COST STRUCTURE

PARTICULAR	COST
Land and Buildings	6,000,000.00
Machinery & Equipment	6,000,000.00
Motor Vehicles	2,500,000.00
Furniture & Fixtures	105,000.00
Pre expenses	95,000.00
Others	300,000.00
Working Capital	2,000,000.00
TOTAL	17,000,000.00

4.0 DESCRIPTION OF THE PROPERTY

The design of the property takes into consideration excellent facilities and reliable utility services. The project has considered the necessary management skills and knowledge as required by customers. The Inland Container Depot (ICD) will also have full on-site security, cleaning and other basic services required by customers.

4.1 THE ICD CONCEPT

The freight transport network has experienced an evolution of terminals which connect seaport with their hinterlands. Several names for these seaports include inland container (clearance) depots (ICDs), dry ports, and container freight stations (CFS) or intermodal terminals.

In addition, customs clearance and maintenance of containers are value added services provided at ICDs. Container depots are increasingly becoming extensions of the maritime terminals on land. It is acknowledged that most of the ports, especially those located in urban areas have little option for expansion.

The introduction of ICDs in the suburbs of the port city or even within the introduction itself becomes a faster and more viable mitigation measure against congestion and capacity constraints as compared to green field projects for new ports. The essence and attractiveness of inland terminals state that “by investing in inland terminals and participating in their operations, a seaport can establish itself in inland regions. Inland seaports may be considered as extended gates through which transport flows can be better controlled and adjusted to match conditions in the port itself”. The

extended gate function of the dry port can generate substantial benefits in terms of modal shift, logistics performance and regional development.

Apart from physical capacity expansion, other gains from ICDs include reduced truck congestion at the seaport gates, port yards and city roads as well as reduced CO2 emissions.

4.2 INLAND CONTAINER DEPOTS AND OFF-DOCK CONTAINER FREIGHT STATIONS

To ease congestion at the marine terminals, the TPA allows the transfer of domestic import boxes to bonded Inland Container Depots (ICDs) which, inappropriately, are referred to as Container Freight Station (CFSs). Normally, a CFS involves stuffing and stripping of containerized cargo. However, very little stuffing and stripping of imported containers occur at the facilities. Accordingly, only the term ICD will be used for these facilities henceforth. Most ICDs are located outside the ports and are operated by private enterprises. Nevertheless, since these ICDs perform activities previously performed at the marine terminals, the port authorities control the operations of these ICDs and impose ports' tariffs onto them.

4.3 PROJECT DESCRIPTION – TECHNICAL

In accordance with the governing laws in land development and management, the project development will have all basic services and facilities in the Inland Container Depot (ICD) such as water, electricity, security, and parking spaces etc.

4.3.1 WATER SUPPLY

The project has provision for installing ground water storage tanks with adequate capacity. The ground reservoir tanks will be fed with water from the main water supply system. In addition to the built-up reservoir tank, the project will ensure 24/7 supply of water at periods of acute shortage of water.

4.3.2 STANDBY POWER SUPPLY

Consistent and reliable clean power supply is core for modern business development. To ensure that customers of **SOUTHLINK CONTAINER TERMINAL LIMITED** are adequately protected from power outages, the premises will be equipped with an electrical generator. Investment in standby electrical generator to serve the Inland Container Depot is envisaged and is an essential component to serve customers during national grid power cuts or erratic power supply and emergencies.

4.3.3 SAFETY AND SECURITY MEASURES

The Inland Container Depot will be installed with safety and security measures to protect it from incidences of fire and theft. Fire detecting and fighting measures will be given serious consideration in the Inland Container Depot and will include the following.

- Fire escape stairs
- Fire detectors
- Automatic sprinklers
- Hose reels
- Hydrant valves dry risers, and
- Normal gas bottles.

However, it is advisable for tenants to install their own portable fire extinguishers in areas they occupy in order to attend to any fire incidents. Issues of security in the Depot have been adequately addressed to ensure good onsite security. A professional security firm will be secured to provide security services on the Depot premises.

4.4 CAR PARK

A parking area for tenants and visitors has been given priority. Approximately 45% of the area will be dedicated to this purpose.

4.5 AIR CONDITIONING

The building will be equipped with air conditioners.

4.6 FOLK LIFT, CRANE, AND OTHERS

The company is planning to purchase various modern equipment which will be used to provide service efficiently to clients including SSG, Rubber Tyred Gantry Cranes, Empty Handler, Terminal Tractor, Highway Truck, Terminal Trailer, Reach Stackers, Sky Lift etc.

5.0 SECTOR ANALYSIS

5.1 Dar es Salaam and Central Coast Sea Ports

The Dar es Salaam port is Tanzania's principal port with a rated capacity of 14.1 million (MT) dry cargo and 6.0 million (MT) bulk liquid cargo. The Port has a total quay length of about 2,600 metres with eleven deep-water berths. The Dar es Salaam port handles about 95% of Tanzania's international trade. The port serves the landlocked countries of Zambia, Democratic Republic of Congo, Burundi, Rwanda, Malawi, Uganda and

Zimbabwe. The port is strategically placed to serve as a convenient freight linkage not only to and from East and Central African countries but also to middle and Far East, Europe, Australia and America.

5.1.1 PORT FACILITIES:

Facilities available to support operations of Dar es salaam port are: -

- General cargo Berth (0-5) for break bulk, dry bulk and one RORO berth to handle vehicles.
- Container Terminal Berths (Berth 6-7) under Dar es Salaam Port and (Berth 8-11) leased to Tanzania International Container Terminal Services Ltd (TICTS).
- Grain Terminal facility (silos with storage capacity of 30,000 tons). Inland Container Deposits (ICDs) facilities with the capacity of 24,300 TEUs and CFs with the capacity of holding 6,000 vehicles at once.
- A 150,000 MT Single Point Mooring (SPM) – for handling refined and crude oil.
- Mvutii oil Jetty (KOJ) for handling refined products (tanker size 45,000MT for KOJ1 and 5,000 tons for KOJ2).

Generally, the intrinsic capacity of the port of Dar es salaam is to handle more than 18 million tons of cargo as follows: -

- General cargo 5.2 million tons.
- Container yard 6.8 million tons.
- Liquid bulk 6.0 million tons.

5.2 PORT FEATURES

The quay length of 2,600 meters is divided into:

- **General Cargo Terminal**

This is a break-bulk section of a port with a quay of 797 meters comprising of 4 main berths, transit sheds with 64,463.5 of total floor sq. meters and open storage of 201,613.

- **Container Terminal**

This terminal is operated by a private company, the Tanzania International Container Terminal Services (TICTS). TICTS manages the container handling activities at berth Number 8-11. The terminal has a total quay length of 734 meters. Back up facilities of container terminal includes the container depot located about 2 kilometers away at Mvutii (KICD) and Ubungo container Depot.

The Dar es Salaam Port newly dedicated Container terminal has a total quay length of 542 meters.

- **Grain Terminal**

The Dar es salaam Port has a fully automated grain handling facility with the capacity of 30,000 metric tons. Grains can be discharged and bagged along the quay at an average of more than 2,000 metric tons in 24 hours or transferred to silo using dump trucks. The grain terminal has concrete silos, fumigation, aeration and temperature control facilities.

- **Oil Terminal**

There are two oil terminals, the single point Mooring (SPM) and Mvutii Oil Jetty (KOJ). The SPM is an offshore tanker berth for handling exclusively crude and refined oil. It has capacity to accommodate tankers of up to 150,000 deadweight tons with fast discharge speed (flow rate of 2,500 cubic meters per hour for crude oil). SPM is connected to refineries in Dar es salaam and Ndola, Zambia through floating hoses and submarines pipes. KOJ is the tanker jetty for handling refined oil products with pumping capacity of 750 tons per hour. It can handle tankers up to 45,000 deadweights.

- **Storage Areas**

The port provides both open and covered storage; it has silos for grains at any time of need and maintains storage yards for containers, motors vehicles and general cargo.

- **Marine crafts/navigation Aids**

The port is served with berthing tugs, pilot boats mooring boats and surveillance / patrol boats. Moreover, there are navigation aids to facilitate movement of vessels in the port. These include buoys, beacons, leading marks, and a light house.

- **Container Handling Equipment**

Port terminals operate with Ship to Shore Gantry cranes (SSGs), Rubber Tyred Gantry cranes (RTGs) and Rail Mounted Gentry Crane (RMG), gottwalds, highway trucks, folk lift trucks, highway trailers, terminal tractor and trailers.

- **General Cargo Handling Equipment.**

The major equipment for handling general cargo are portal cranes, forklifts, tractors, trailers, grabs, hoppers, bigging units, dump trucks, weighbridges, and conveyor belts.

5.3 MAJOR PORT DEVELOPMENT PROJECTS

Modernization of Dar es salaam Port

Tanzania Ports Authority (TPA) is implementing several major projects as outlined in the National Ports Master Plan (PMP). The study laid out long term strategy for Tanzanian Ports to create capacity for the expected demand. One of such projects is the Dar es Salaam Maritime Gateway Project (DMGP).

DMGP will improve its effectiveness and efficiency by converting the port as a world class port with optimized efficiency to accommodate the calling and reception of larger vessels.

Port modernization projects include but are not limited to strengthening and deepening of berths 1-7 and RORO terminal, dredging of entrance channel, turning circle and harbor basin, strengthening and deepening 8-11, and construction of a new terminal jet.

Modernization of operations for handling dry bulk cargo

Under the same project, TPA will modernize operations of handling dry bulk cargo by applying state of art conveyance technology.

The Development of Dry/ Floating dock facility.

Modern operational dock facilities for the maintenance and repair of marine crafts will facilitate an optimal level of equipment availability of such crafts, hence enhance the port's operational efficiency.

6.0 LICENSING AND REGULATION OF ICDS

A licensee shall undertake the following operations:

- Receive and deliver cargo,
- Transfer cargoes from port terminals to a dry port or from a dry port to the port terminal,
- Provide customs clearance services as required by the provisions of the East African Community Customs Management Act,
- Provide for the temporary storage of cargo and container the s pending delivery to consignees and port terminals,
- Label, mark and number cargo,
- Sort, pack and unpack cargo,
- Perform anything that may be required by the East African Community Customs Management Act,
- Carry out cargo handling within the designated area,
- Weigh, measure and certify weight of cargoes handled in the facility,

- Clean and fumigate containers,
- Perform paper lining and/or other necessary service to protect cargo in a container,
- Stuff export cargo into containers for delivery to port terminals prior to loading on board ship,
- De-stuff import cargo from containers for delivery to the consignee, and
- Perform any other function as the Corporation may determine.

6.1 INVESTMENTS IN ICDS

In properly designed marine terminals with large container yards there is no need for ICDS. Import and export boxes complete their delivery and release processes at the marine terminals. This may be the case at future terminals in Bagamoyo in the case of Dar es Salaam and West Kipevu in Mombasa. Still, according to these ports' masterplans, even when the new terminals are in operation, the existing terminals with narrow yards and limited space, will continue to be fully utilized, handling about half of the throughput. Hence, the system of Integrated ICDS is not going to disappear soon. ICDS will continue in the long term to ensure high levels of productivity at the existing terminals.

Implementing the proposed Integration Program will result in almost doubling the traffic handled by ICDS. The present ICDS do not have sufficient capacity and the respective investments in facilities and equipment by the private sector are inevitable. Investments in facilities and equipment by the private sector are key for the proper functioning of the industry. It is our

understanding that the construction of a large ICD requires investments of about \$5 million, excluding the cost of land (which can be leased). In order to recover these investments, investors should have assurance that the rules and regulations governing ICDs are not going to change in the near future.

The punitive tariff of present ICDs, hinders their ability to develop additional, value-added services (such as stuffing and stripping of containers, packing, etc.) at their facilities since cargo owners attempt to remove their cargo as soon as possible to avoid the high storage rates. Modifying the tariff, as discussed in the Section entitled “Market instead of Punitive Rates” above, would allow the development of such services to the mutual benefits of ICD owners and their customers.

6.2 SUPPLY OF INLAND CONTAINER DEPOT

The marketability of inland container depot in Dar es Salaam depends on many aspects including location, design, adequacy of machinery and equipment, clients’ terms and conditions, and adequacy of available services such as water, electricity, and security. The current ICDs in Tanzania have not been able to meet the market demand.

6.3 THE DEMAND FOR INLAND CONTAINER DEPOT

There is a growing demand for the inland container depot services outside the Dar es Salaam port due to growing commercial activities. Several businesses operate in areas far away from their customers making it difficult to accommodate further expansion of their business operation. In view of this limitation many businesses have remained located in the

traditional market areas, such as the City Centre. However, business activities in Dar es Salaam and Tanzania in general are developing and expanding fast beyond the confines of the City Centre. The current and future focus is beyond the traditional confines and to release the City Centre from the current and future congestion and pressure, it is extremely important and necessary for international investment in the expansion and development of state-of-the-art inland container depots.

6.4 CURRENT AND PLANNED ICDS AT DAR ES SALAAM PORT

Annual demand for containers has been estimated at 730,000, both for import and export containers, This emanates mainly from the following three scenarios:

- The integration of the five East African countries namely Tanzania, Kenya, Uganda, Burundi and Rwanda which is expected to grow at an annual estimated rate of 6.5%. This calls for more business opportunities and more warehouse services.
- Many new investors and businesses are finding a home in Tanzania in response to the friendly investment climate provided by the government. This will increase demand for inland container depot services.
- Following the ongoing road and rail modernization along the major routes, many containers will be easily routed through the Dar port.

6.5 RATE LEVELS AND TARIFFS

SOUTHLINK CONTAINER TERMINAL LIMITED will abide by the laws of supply-demand mechanisms as principles of the world market economy. Consequently, the rates to be charged to the customers will be competitive

and will be balanced to attract commercial incentives to parties in the short, medium and long-term periods.

Rental Charges

Rental charges are normally determined by a combination of factors including the following:

- The location of Inland Container Depot and
- The quality and standard of facilities and services within the Inland Depot.

According to our survey, most charges are pegged to the US dollar. This is done deliberately to avoid losses in value of sales due to frequent fluctuations and depreciation of the local currency.

The decision to peg the charges to the United States Dollar would protect **SOUTHLINK CONTAINER TERMINAL LIMITED** against any fluctuations in currency.

The average charge is estimated to be:

- Transportation charges will be \$65 per Container,
- Verification charges will be \$160 (for 20 ft containers) and \$280 (for 40 ft containers),
- Customers will receive a grace period of 7 days,
- Storage charges will be charged after 7 days at a rate of \$20/day for a 20 ft container and \$40/day for a 40 ft container,
- Storage charges after 14 days will be charged at a rate of \$40/day for a 20 ft container and \$80/day for a 40 ft container.

7.0 TIMETABLE FOR THE PROJECT

The project planning is underway, and the project will commence within a year of obtaining the necessary approvals and financing.

8.0 MANAGEMENT OF THE PROJECT

Building Management of the Project

To perform a professional job in the industry a company requires a team of skilled and well-motivated personnel. Under the implementation program **SOUTHLINK CONTAINER TERMINAL LIMITED** is planning to have skilled managers who will be responsible for technically and professionally handling different activities of the project. The management expects to motivate them so that they may reach the goals set out by the management.

The local labor market has enough personnel with relevant skills and experience in the fields of marketing, operations, and information technology; however, no effort will be spared in looking for requisite skills elsewhere including the international labor market.

Continuity being a vital element in any efficient operation, focus will be given to minimize frequent human resources turnover. To achieve this, an attractive incentive package will be part of the new project. The objective is to attract the best qualified personnel to the company and to retain them for long-term purposes to achieve continuity and harmony in the company's operations.

SOUTHLINK CONTAINER TERMINAL LIMITED will be responsible for the management of its warehousing Dept through qualified and reputable

professional employees with good academic qualifications supported by work experience in the same field.

Employee's salaries

Salaries – General and Administrative (G&A)

Employment	Foreign Skilled	Local Skilled	Local Unskilled	Total
Women	1	4	10	15
Men	1	10	20	31
TOTAL	2	12	30	46

9.0 FINANCIAL ANALYSIS RESULTS:

Financial Analysis

The project's financial projections depict the project to be viable based on major assumptions as follows:

- Sales revenue will remain constant throughout the project period,
- Expenses estimated to be 20% of annual revenue per year,
- The average storage capacity per year is 200 containers of 20ft and 200 containers of 40ft.

9.1 Projected Profit and Loss:

The project will make net profit from year three onwards when the company will start paying corporate tax in that particular year and the accumulated profit increases from US\$ 1,693,650 in the 1st year to US\$ 30,417,932 from the 8th year.

9.2 Projected Cash flow:

The project will be able to generate enough cash to meet its obligations including financing any capital expenditure incurred during the project's life. Accumulated cash flows are projected to increase from US\$ 1,570,220 in the 1st year to US\$ 38,928,002 in the 8th year.

9.3 Projected Balance Sheet.

The balance sheet indicates a favorable situation for the company throughout the projected period. It is anticipated that owners' equity will grow from US\$ 2,000,000 in the 1st year to US\$ 32,417,932 in the 8th year.

9.4 Loan repayment:

It is projected that the loan will be fully repaid by the end of 8 years with an interest rate of 8% per year.

9.5 Payback Period:

The project investment cost is estimated to be US\$ 17,000,000 while cash accumulated in the 5th year is US\$ 18,756,870, which is more than initial investment. This period is acceptable considering that the project lifecycle is more than 25 years.

In summary, the above analysis demonstrates that the operations of this project will be profitable with attractive profit margins. The liquidity position and debt servicing are considered reasonable considering the size and life cycle of the project.

10.0 DEVELOPMENT VALUE OF THE PROJECT

The project will have a high economic development value on the country's economy through the contribution of a state-of-the-art Inland Container Depot. The project will also have a direct link to boosting the construction industry particularly on the use of local building materials and the contribution of revenue to the Government. The project can transform some informal businesses around the area and create social benefits for the residents of and around the Mvuti area.

11.0 ENVIRONMENTAL IMPACT ASSESSMENT.

The project is considered environmentally friendly. All disposal of liquid and solid waste will be handled with great care to ensure that the surrounding areas are environmentally free from any toxic and nontoxic waste.

The project does not pose any significant environmental threat to the surroundings.

12.0 ECONOMIC EVALUATION OF THE PROJECT:

We have evaluated the development value of the project where it will create a direct impact on the supply of Inland Container Depot in Dar Es Salaam and Government revenue.

12.1 Increases in Stock of Inland Container Depot:

The present stock of container depots in Dar Es Salaam does not meet the growing demand for the facilities. This project is expected to contribute to the present stock of Inland Container Depot and reduce the shortage gap.

In addition, car-parking space will provide a facility that will reduce the parking problems faced by many customers. This will facilitate an increase in foreign businesses entering the country given the modern facilities anticipated in this project. This is in alignment with the government's policy of promoting private and local investment in the country.

12.2 Government Revenue

The project will raise a substantial amount of money as revenue in the form of property, PAYE, and corporate taxes. In addition, there will be other taxes resulting indirectly from the project and particularly for those contracted by the company.

12.3 Backward and Forward Linkages

In addition, the project has multiplier effects on the economy. The project will use a good proportion of the locally available construction materials. This will create a market for local industrial products and services such as cement, contractors, and furniture. Both skilled and under-skilled labor markets will be positively affected by this project thereby enabling the Government to profit from payroll taxes. Local Tanzanians will benefit in working for a reputable company thereby enhancing the GDP of the country. The above considerations demonstrate adequately that the project is socially and economically attractive and deserves support.

13.0 ECONOMIC BENEFITS OF THE PROJECT

The successful operation of this Project will significantly contribute to the economics of the City and the Country as a whole. In summary the benefits which will be realized are as follows: -

- Sourcing of local service providers and local labor thus contributing to the reduction of poverty. The income to be earned will help in improving the quality of life of the workers and other people residing in the region.
- Earning income for the workers, combined with other social benefits that the Management of **SOUTHLINK CONTAINER TERMINAL LIMITED** will provide, will help in overall efforts to alleviate poverty in the Region.
- Expanding the tax base for the Treasury and local Government authorities and generation of substantial income to the Government.
- Facilitation and increase of foreign exchange earnings through services provision as some of the customers to be served will be foreigners.

14.0 CONCLUSION AND RECOMMENDATIONS

Conclusion

The project as analyzed in this report is both economically and technically viable. The project has come at the right time to provide the much-needed quality products for Tanzania as a whole.

Recommendations

A fast implementation of this venture is therefore highly recommended especially given that the Government is implementing a program of boosting investment in the ICD industry.

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SOUTHLINK CONTAINER TERMINAL LIMITED PROJECTED INCOME & EXPENDITURE STATEMENT

	1	2	3	4	5	6	7	8
Revenue (Transportation)	4,000,000	4,280,000	4,579,600	4,900,172	5,243,184	5,610,207	6,002,921	6,423,126
Revenue (Storage charges)	1,800,000	2,250,000	2,812,500	3,515,625	4,394,531	5,493,164	6,866,455	8,583,069
TOTAL REVENUE	5,800,000	6,530,000	7,392,100	8,415,797	9,637,715	11,103,371	12,869,376	15,006,195
Operating Expenses:	1,740,000	1,959,000	2,217,630	2,524,739	2,891,315	3,331,011	3,860,813	4,501,858
Profit before Depreciation & Interest	4,060,000	4,571,000	5,174,470	5,891,058	6,746,401	7,772,360	9,008,564	10,504,336
Interest	1,200,000	1,050,000	900,000	750,000	600,000	450,000	300,000	1,500,000
Depreciation	440,500	440,500	440,500	440,500	440,500	440,500	440,500	440,500
Gross Profit	2,419,500	3,080,500	3,833,970	4,700,558	5,705,901	6,881,860	8,268,064	8,563,836
Tax (30%)	725,850	924,150	1,150,191	1,410,167	1,711,770	2,064,558	2,480,419	2,569,151
Profit After Tax	1,693,650	2,156,350	2,683,779	3,290,391	3,994,130	4,817,302	5,787,644	5,994,685
Accumulated Profit	1,693,650	3,850,000	6,533,779	9,824,170	13,818,300	18,635,602	24,423,246	30,417,932

SOUTHLINK CONTAINER TERMINAL LIMITED PROJECTED CASH FLOWS STATEMENTS

SOURCES:		1	2	3	4	5	6	7	8
Profit before interest and depreciation	-	4,060,000	4,571,000	5,174,470	5,891,058	6,746,401	7,772,360	9,008,564	10,504,336
Equity	2,000,000								
Loan	15,000,000								
Total Sources	17,000,000	4,060,000	4,571,000	5,174,470	5,891,058	6,746,401	7,772,360	9,008,564	10,504,336
Applications:									
Capital expenditure	14,605,000	-	-	-	-	-			
working Capital &Others	2,395,000								
Cash	-	3,334,150	3,646,850	4,024,279	4,480,891	5,034,630	5,707,802	6,528,144	7,935,185
Tax	-	725,850	924,150	1,150,191	1,410,167	1,711,770	2,064,558	2,480,419	2,569,151
Sub total	17,000,000	4,060,000	4,571,000	5,174,470	5,891,058	6,746,401	7,772,360	9,008,564	10,504,336
Total applications	17,000,000	4,060,000	4,571,000	5,174,470	5,891,058	6,746,401	7,772,360	9,008,564	10,504,336
Accumulated cash		1,570,220	5,217,070	9,241,349	13,722,240	18,756,870	24,464,672	30,992,816	38,928,002

SOUTHLINK CONTAINER TERMINAL LIMITED PROJECTED BALANCE SHEET

Fixed Assets		1	2	3	4	5	6	7	8
Opening balance	-	14,605,000	14,164,500	13,724,000	13,283,500	12,843,000	12,402,500	11,962,000	11,521,500
Total Long-term Assets	-	14,605,000	14,164,500	13,724,000	13,283,500	12,843,000	12,402,500	11,962,000	11,521,500
Less depreciation	-	440,500	440,500	440,500	440,500	440,500	440,500	440,500	440,500
Closing balance	-	14,164,500	13,724,000	13,283,500	12,843,000	12,402,500	11,962,000	11,521,500	11,081,000
Working capital	2,395,000	2,395,000	2,395,000	2,395,000	2,395,000	2,395,000	2,395,000	2,395,000	2,395,000
Accumulated cash	-	1,570,220	5,217,070	9,241,349	13,722,240	18,756,870	24,464,672	30,992,816	38,928,002
Total assets	2,395,000	18,129,720	21,336,070	24,919,849	28,960,240	33,554,370	38,821,672	44,909,316	52,404,002
Financed by									
Equity	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Accumulated profit	-	1,693,650	3,850,000	6,533,779	9,824,170	13,818,300	18,635,602	24,423,246	30,417,932
Total equity	2,000,000	3,693,650	5,850,000	8,533,779	11,824,170	15,818,300	20,635,602	26,423,246	32,417,932
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	0
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	17,000,000	16,818,650	17,100,000	17,908,779	19,324,170	21,443,300	24,385,602	28,298,246	32,417,932

SOUTHLINK CONTAINER TERMINAL LIMITED PROJECTED LONG TERM LOAN REPAYMENT

Year	Principle	Loan Interest (8%)	Total Amount Paid	Loan Balance
1	1,875,000.00	1,200,000.00	3,075,000.00	15,000,000.00
2	1,875,000.00	1,050,000.00	2,925,000.00	13,125,000.00
3	1,875,000.00	900,000.00	2,775,000.00	11,250,000.00
4	1,875,000.00	750,000.00	2,625,000.00	9,375,000.00
5	1,875,000.00	600,000.00	2,475,000.00	7,500,000.00
6	1,875,000.00	450,000.00	2,325,000.00	5,625,000.00
7	1,875,000.00	300,000.00	2,175,000.00	3,750,000.00
8	1,875,000.00	150,000.00	2,025,000.00	1,875,000.00

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SOUTHLINK CONTAINER TERMINAL LIMITED COST STRUCTURE

PARTICULAR	COST
Land and Buildings	6,000,000.00
Machinery & Equipment	6,000,000.00
Motor Vehicles	2,500,000.00
Furniture & Fixtures	105,000.00
Pre expenses	95,000.00
Others	300,000.00
Working Capital	2,000,000.00
TOTAL	17,000,000.00

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SOUTHLINK CONTAINER TERMINAL LIMITED FIXED ASSETS US\$

NAME OF ASSETS	1	2	3	4	5	6	7	8
Land And Buildings	6,000,000	5,880,000	5,760,000	5,640,000	5,520,000	5,400,000	5,280,000	5,160,000
Machinery, Tools & Equipment	6,000,000	5,940,000	5,880,000	5,820,000	5,760,000	5,700,000	5,640,000	5,580,000
Motor Vehicles	2,500,000	2,250,000	2,000,000	1,750,000	1,500,000	1,250,000	1,000,000	750,000
Furniture & Fixtures	105,000	94,500	84,000	73,500	63,000	52,500	42,000	31,500
Total	14,605,000	14,164,500	13,724,000	13,283,500	12,843,000	12,402,500	11,962,000	11,521,500
DEPRECIATION	1	2	3	4	5	66	7	8
Land and buildings	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Machinery tools & Equipment	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Motor Vehicles	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Furniture & Fixtures	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500
ANNUAL DEPRECIATION	440,500	440,500	440,500	440,500	440,500	440,500	440,500	440,500

ABBREVIATION

1. ICD - Inland Container Depot
2. CFS - Container Freight Station
3. USD - United States of America Dollar
4. TPA - Tanzania Port Authority
5. DWT - Dead Weight Tonnage
6. TICTS - Tanzania International Container Terminal services
7. LTD - Limited
8. TEU - Twenty Foot Equivalent Unit
9. CO2 - Carbon dioxide
10. MT - Metric Ton
11. SPM - Single Point Mooring
12. RMG - Rail Mounted Gentry
13. PMP - National Ports Master Plan
14. DMGP - Dar es Salaam Maritime Gateway Project
15. KM - Kilometer
16. HR - Hour
17. GD - Gross Domestic Product
18. FT - feet

19. PAYE - Pay as You Earn

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