

DARWORLD LINKS LIMITED

Business Plan For

EXPANDING TO TRANSPORTATION & LOGISTICS BUSINESS

1.0 INTRODUCTION

M/s DARWORLD LINKS LIMITED is a company incorporated in Tanzania with certificate No. 53162 dated 19th July, 2005 as private limited company under the Tanzanian Companies Act, 2002. M/s DARWORLD LINKS LIMITED has been multi-sectors investors into several business lines at both small to medium scales since its incorporation more than 20 years ago. The entertainment and sports promotion was the initial business activity of the company before in later years diversifying to other business activities including agriculture value addition mainly in farming, maize milling, crops trading, food supplies and recent extension to inputs. With the the company's business philosophy and believing that unification of 3Es (*Expertise, Exposures and Execution*) can enable the end-less diversification to multiple economic opportunities; the company also gradually extended its engagements into real estates, civil & building construction and transportation businesses under various capacities as Investor, JV Partner or Agent.

Realizing the potentialities and in quest of utilizing the available opportunities; the company is now investing, transforming and expanding in the business of Transportation and Logistics from agent to a medium and future large Transporter across Tanzania and In-transit for both cargo and fuel with well planned step-up implementation.

The business expansion milestones include acquisition of own new trucks for providing cargo transportation by road and logistics supply management within the country, East Africa, East and Central Africa region.

1.1 M/s DARWORLD LINKS LIMITED MISSION

To become among the large transportation and logistics management

company providing business enabling solutions and exceeding customer expectations.

1.2 M/s DARWORLD LINKS LIMITED VISION

To deliver customized and unique logistics solutions ensuring time and cost savings for customers.

1.3 M/s DARWORLD LINKS LIMITED VALUES

At M/s DARWORLD LINKS LIMITED, we believe the customer comes first; the company management is focused to ensure customer delight, secured services delivery and concerned customer profitability.

1.4 COMPANY OWNERSHIP AND BOARD OF DIRECTORS

M/s DARWORLD LINKS LIMITED is continuing to grow while valuing and adhering to professionalism in order to provide a wide range of services while maintaining the level of consistency in delivering the best services to the clients. M/s DARWORLD LINKS LIMITED are committed on implementing business by continuously improving operating efficiency of their assets while observing health and safety as well as taking into account environment and social responsibility.

M/s DARWORLD LINKS LIMITED is promoted by two shareholders who are very experienced/exposed in various businesses. The share capital of the company is Tanzania shillings 100,000,000/ ordinary shares which is in processing of increment to tie up with the business expansion implementation.

Share Holders	% of Share	Nationality
HABIBU BAKARI MWERI	90	Tanzania
MWINYI BAKARI MWERI	10	Tanzania

The company has high qualified and experienced top management team in all technical, financial and commercial fields to assist the Board of Directors in

supervising and responsible for effective deliveries of the daily business operations, financial management and clients experiences maintenance.

1.5 BUSINESS LOCATION

1.5.1 Registered office of the M/s DARWORLD LINKS LIMITED is located at

Apt 04, Plot 876, Mazengo Road, Upanga West, Ilala District, Dar Es Salaam Region, Tanzania and it has **Corporate Office** located on 5th Floor, Wing A, Victoria House, Plot No. 37, Regent Estate, New Bagamoyo Road, Dar es Salaam, TANZANIA.

1.5.2 Project and Operational location of the M/s DARWORLD LINKS

LIMITED, the principal operational and project location of the company shall be located at Plot 34, Choba area, Pangani District, Tanga Region.

1.6 FLEET SIZE

Coping up with the current on hand confirmed and under negotiation pipeline cargo and fuel transportation contracts DWL is needed to acquire at least 100 trucks heads together with both cargo trailers and fuel tankers respectively in order to provide optimal services to potential contracted clients apart from open transportation deals.

The acquisition of the trucks and other supporting vehicles fleet shall be done in the step-up phased implementation modal based on the availability of funding as well as performance results of the preceding phases and confirmed actual clients' needs.

The immediate needs as per confirmed cargo transportation contract on hand for delivery of nickel ore from Haneti Dodoma to Dar es salaam port; M/s DARWORLD LINKS LIMITED is required to provide trucks with minimum number of 30 to the the maximum of 60 trucks plus trailers with capacity of carrying 30 tons per trip conducting 15 trips per month. The client nickel ore production is estimated at average of 1,000 metric tonnes per day.

For the fuel transportation, the company is still in negotiation for a contract of delivery of fuel from Dar es salaam, Tanzania to Lubumbashi, DRC. The client's needs under negotiation is up to 50 fuel tankers trucks.

1.7 PROJECT COST

For the planned fleet of 100 units of trucks and trailers/tankers, the company has budgeted to cost the followings:

DESCRIPTION	AMOUNT (TZS '000')
Land and Buildings (Yard)	2,000,000
New Trucks Heads (100 Units @ CIF Value of \$41,100)	11,097,000
New Flatbed Trailers (60 Units @ CIF+Taxes of \$22,000)	3,498,000
New Fuel Tankers-47Liters (40 Units @ CIF+Taxes of \$65,000)	7,020,000
Supporting Motor Vehicles – 4WD (10 Units @ Tzs 120Mn)	1,200,000
Machinery & Equipment	1,000,000
Furniture & Fixtures	40,000
Pre operating Expenses (Local Taxes/Licenses/Insurances etc.)	950,000
Others	500,000
Initial Working Capital	3,150,000
TOTAL CURRENT CONTRACT PROJECT COST	30,455,000

1.8 PROJECT ESTIMATED REVENUE

For the contract on hand, the company has estimated that the project revenue to be TZS 3,000,000/= per trip and one truck will conduct 15 trips per month and atleast 150 trips per year. With minimum fleet of 30 trucks/trailers the total trips is estimated at 450 each month and projected total revenue will be TZS 1,350,000,000/= per month. If the estimated operating months/year is 10 months the total minimum annual revenue projection is TZS 13,500,000,000/=. The projection will double or be more that TZS 27,000,000,000/= up on reaching the maximum requirement of providing maximum number of 60 trucks/trailers.

For the fuel transportation from Dar es salaam to Lubumbashi, the pricing under negotiation is US\$ 200 per litre; therefore with the planned fleet of 40 trucks each carrying 47 litres and operating atleast 3 trips per month; the company in projecting the revenue of US\$ 1,128,000.00 per month, thus annual revenue of US\$ 13,536,000.00 equivalent to TZS 36,547,200,000/=.

1.9 PROJECT OPERATING COST

The company has estimated that the project operating cost and other overheard to be 70% of the total annual revenue.

1.10 PROJECT FINANCING

The company has estimated that the project will be financed through both own Equity Contribution, Trucks Manufacturers/Suppliers' Deffered Payments Structure, company Banker's Credit Facilities and cashflows generated from business.

2.0 ORGANISATION FLOW CHART

M/s DARWORLD LINKS LIMITED management is headed by Managing Director assisted by heads of Business Development & Monitoring, Financial Management & Administration and Commercial. the three form Core management supersing other respective teams which will be increasing from time to time as the fleet of trucks increase for transportation business line. M/s DARWORLD LINKS LIMITED is headed by the Chief Executive Officer (CEO), who is responsible for the overall strategic direction and financial performance. Reporting directly to the CEO are the heads of the major departments:

- Business Development & Monitoring: Oversees all trucking and logistics activities.
- Fleet Maintenance Manager: Manages the repair and maintenance of

all vehicles.

- Financial Management & Administration and Commercial: Handles all financial, accounting and administrative functions.

Business Development & Monitoring Department

This is the core of the business, responsible for getting goods from point A to B, which oversees the following roles:

- Dispatchers: responsible for assigning drivers to routes and managing real time logistics. They are the communicating hub between drivers and the office. A team of at least 3-4 dispatchers is needed to manage a 100 truck fleet.
- Route Planners: Optimise routes to maximize efficiency, reduce fuel costs and ensure on time deliveries.
- Drivers: The backbone of the company with 100 truck fleet, you will have 100+drivers, accounting for backups and multiple shifts.

Fleet Maintenance Department

This department is crucial for minimizing downtime and ensuring vehicle safety. The Fleet Maintenance Manager supervises the following:

- Head Mechanic: Leads the team of mechanics and technicians.
- Mechanics/Technicians: Perform routine maintenance, inspections and repairs on all trucks. You would need 8-10 mechanics to properly maintain a fleet of this size.
- Parts Manager: Manages the inventory of spare parts, tyres and

other necessary supplies.

Administration, Commercial & Finance department

This department supports the entire organization with financial management, human resources and administration tasks.

The Finance Manager oversees:

- Accountants/Bookkeepers: Manage accounts receivable and payable, payroll and financial reporting.
- Human Resources (HR) Manager: handles driver recruitment, training, licensing and compliance with labour laws.
- Administrative Assistants: Provide general support to all departments, handling tasks like paperwork and communication.

3.0 TANZANIA TRANSPORT OVER VIEW

The Tanzanian transport sector comprises surface transport (including roads, railways), inland waterways (lakes and rivers), air transport, and sea transport.

Tanzania's transport sector contributed 8.1% to the country's real GDP in 2018 with USD 3.8 billion, compared to USD 2.8 billion in 2014, representing an increase of 33%.

Main growth drivers include the increase in the number of passengers carried and freight handled through road transport.

According to Tanzania's 2025 Development Vision, investments in

infrastructure, particularly in the development of the road network, are the Government's top priority.

The World Bank (WB) and the African Development Bank (AfDB) support Tanzania in achieving its infrastructure development goals by providing grants and credits for projects.

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 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%.

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.

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 cape 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.

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 2021 report released recently.

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, 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 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; talented Management; wide networking, highly connected, exposed and trusted.
- Expected 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
- Limited market share growth at initial stages of operation

OPPORTUNITIES

Opportunities of the business are –

- Potential market environment encourages more investors
- Increasing market demands due to rail transport limitations

- 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
- Fluctuating fuel rates lead to transportation costs inconsistency.

6.0 SERVICES OFFERED BY M/s DARWORLD LINKS COMPANY LIMITED

M/s DARWORLD LINKS 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. M/s DARWORLD LINKS LIMITED transport vans, trucks and trailers (Tippers, closed body trailers, flat bed trailers and low loaders) from precision transport shall be designed to seamless execution, M/s DARWORLD LINKS LIMITED dedicated cargo transportation professionals shall be engaged at every step of the way to provide the services with the most accurate transport and economical transportation arrangement that the industry has to offer.

M/s DARWORLD LINKS LIMITED Transportation and the company Customs Brokerage Service shall 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 will:

- Allow M/s DARWORLD LINKS LIMITED Transport Logistics to complete the supply chain and offer truly door-to-door transportation service in the market.
- Eliminate unnecessary customs delays, transport dispatch and improves communication between the shipping line, Customs, Client and our transport department.
- Provide greater control, handling and security of your freight transportation.
- Full range of freight forwarding services to be offered, including customs clearance, warehousing, in-bond storage, transportation, etc.

- Enable the customer to receive a single itemized invoice for door-to-door transportation eliminating additional administrative requirements.

M/s DARWORLD LINKS LIMITED Transport Logistics plan to customize and design transportation solutions to transport client's freight at the speed and ease. M/s DARWORLD LINKS LIMITED Management aspire to deliver freight to serve numerous customers spread across east Africa namely Tanzania, Uganda, Northern Tanzania, Burundi, Rwanda, Southern Sudan and DR Congo.

M/s DARWORLD LINKS LIMITED plan to combine the economy of rail transport with road transport handling for seamless door-to-door service and savings. The company plans to focus to 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 transport, or cross-border transportation, M/s DARWORLD LINKS LIMITED Transport Logistics is the solution.

Benefits of optimized door to door delivery and transportation

- M/s DARWORLD LINKS LIMITED Transportation is dedicated to creating win-win solutions by investing talent, capital, and transport resources.

- Dynamic transport route optimization systems at clients 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
- Strict requirements for transport department staff and constant integrity checks transport and delivery.

Container Transport Mode (Container on Flat Bed)

M/s DARWORLD LINKS LIMITED Capital to offer a complete door-to-door service for all of your container transport requirements. Our road transport fleet is comprised of 100 trucks and transportation trailers and tankers. 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.

M/s DARWORLD LINKS LIMITED Transport Logistics also to supplement road transport fleet with our access to our East Africa railway transport line. M/s DARWORLD LINKS 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

M/s DARWORLD LINKS LIMITED transportation fleet in future will also include a variety of unique low loader trailer configurations, M/s DARWORLD LINKS LIMITED Capital will constantly engineering new low loader transport solutions for our customers' Low Loader Transportation requirements. M/s DARWORLD LINKS LIMITED 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 M/s DARWORLD LINKS LIMITED Transportation will invest in the low loaders and heavy transport equipment to transport any sized machines.

Mining Equipment Transport

M/s DARWORLD LINKS LIMITED Low loader transport will offer transportation services for heavy equipment utilizing their low loader trailers 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.

Bulk Material Transport

M/s DARWORLD LINKS LIMITED among core service to offer, a significant focus will be placed on the specialized transport of bulk materials, from the Port of Dar es salaam and Mombasa to various designated cement industries within Tanzania, East Africa and beyond.

Local cargo

M/s DARWORLD LINKS LIMITED will offer 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 deliver 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

M/s DARWORLD LINKS 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.

M/s DARWORLD LINKS LIMITED will provide relocation and movement of both of bulk and containerized goods. M/s DARWORLD LINKS LIMITED to 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

7.0 **COMPETITION**

According to data available there are more than 15,000 trucks registered in Tanzania and M/s DARWORLD LINKS LIMITED plan to compete favorably with local and foreign companies.

DARWORLD LINKS LIMITED its business, with planned 100 truck fleet, will operate in a highly competitive and dynamic Tanzanian road transportation sector. DWL will leverage its scale, operational efficiency and strategic market positioning to secure a sustainable competitive advantage. This clause provides a comprehensive analysis of the competitive landscape, including key statistics, market dynamics and future potential.

Current market overview and competition

The road transport sector in Tanzania is critical to the country's economy as it facilitates domestic and international trade, particularly with landlocked neighboring countries. The market is characterized by a significant number of players, ranging from large, established logistics companies to a multitude of small scale, individual truck owners.

Key statistics and players

Number of trucks: As of the second quarter of the 2023/2024 financial year, the Land Transport Regulatory Authority (LATRA) had issued 49,924 licenses for goods carrying vehicles, a significant increase from the previous year. This indicates a growing and active market. While there are no precise figures for the total number of trucks, the high number of licensed vehicles shows a fragmented market with large number of individual operators.

Key players: The sector is not dominated by a few firms. Instead, competition comes from both large corporate entities and vast network of smaller scale, often un associated transporters. The Tanzania Truck Owners Association (TATOA) represents the interests of many private truck owners and plays a significant role in the industry. Other key stakeholders include the Tanzania Ports Authority (TPA), which manages the flow of goods through Dar es salaam Port, and freight forwarders like the Tanzania Freight Forwarders Association (TAFFA).

Demand versus supply assessment

The demand for road transport services in Tanzania generally exceeds the supply, creating a favourable market environment for new entrants.

- Demand drivers: The demand is driven by several factors, including rapid urbanization, a growing population and increased trade activity. Tanzania's strategic location as a

gateway to landlocked nations like Rwanda, Burundi, Uganda and Democratic Republic of Congo (DRC) ensures a consistent flow of transit cargo. The government's continued investment in infrastructure, such as road networks and port expansions, also stimulates demand.

- Supply challenge: Despite high demand, the existing supply faces significant challenges. A study found that up to 30% of trucks in Tanzania run empty on return trips, highlighting a major inefficiency in supply chain management and a potential market gap. Poor road conditions on the some routes, high fuel prices, and a lack of proper planning also create bottlenecks and increase operational costs, which our large fleet can mitigate. The market is also subject to regulatory interventions and informakl arrangements that can restrict competition and inflate prices.

Future potential and strategic outlook

The future outlook for the road transport business in Tanzania is promising, with a number of factors pointing to sustained growth and profitability.

- Infrastructure development: Ongoing government projects, such as the construction of the Standard Gauge Railway (SGR) and further road network improvements, will enhance connectivity and logistics efficiency. While rail may compete for certain long haul routes, it will also create new

opportunities for last mile road transport and intermodal logistics.

- **Market consolidation:** The fragmented nature of the market presents an opportunity for DWL to become a dominant player. By leveraging a large modern fleet of 100 trucks, DWL can offer superior reliability, safety and efficiency compared to smaller, independent operators.
- **Value added services:** Future growth will come from offering value added services beyond basic transport, such as fleet management, real time cargo tracking and specialized hauling for specific industries. DWL business will invest in technology to improve operational planning, reduce empty runs and provide transparent, data driven services to clients, thereby gaining a significant competitive edge. DWL will also capitalize on the growing demand for logistics services related to newly discovered natural gas reserves and other key economic sectors.

8.0 **CASH FLOW PROJECTIONS FOR THE CAPITAL EXPENDITURE OF THE PROJECT**

(A). Acquisition of 30 Units J5P 380HP 6x4 FAW Road Tractors

- **Supplier: JIEFANG MOTORS (T) LIMITED**
- **Total value: USD 1,233,000**

The acquisition of Thirty (30) units brand new FAW J5P 380HP Road Tractors, valued at a total of USD 1,233,000. The payment structure is designated to optimize working capital

while securing the necessary assets.

(i) Initial outflow

The project's initial outflows is an upfront initial advance payment of USD 246,600, representing 20% of the total purchase price, will be disbursed directly from M/s DARWORLD LINKS LIMITED operating funds to the supplier (M/s JIEFANG MOTORS (T) LIMITED). This payment is expected to occur upon the finalization of the purchase agreement and proforma invoice acceptance.

(ii) Financing the remaining balance via Letter of Credit (LC) guarantee

The supplier credit repayment, for the remaining balance of USD 986,400, represent 80% of the total value, will be guaranteed through an irrevocable Letter of Credit (LC) opened by the company's banking partner in favour of the supplier (M/s JIEFANG MOTORS (T) LIMITED). It is important to note that the bank's role is solely to provide a guarantee for payment, not to extend a direct loan, with M/s DARWORLD LINKS LIMITED responsible for the supplier credit repayment.

(iii) LC charges and repayment of supplier credit

A Letter of Credit charge of 4% per annum will be incurred on the guaranteed amount of USD 986,400. M/s DARWORLD LINKS LIMITED will be responsible for repaying the supplier

credit, facilitated by the LC, through structured installments over a period of 720 days from the date the Letter of Credit is opened by the bank. This payment schedule will be managed to align with the operational cash generation from newly acquired assets.

(B). Acquisition of 12 Units 40 ft Axles Flatbed Semi trailers

- **Supplier: M/s DONGGUAN CIMC VEHICLE CO. LIMITED**
- **Total value: USD 174,000**

The acquisition of Twelve (12) units brand new 40ft 3 Axles Flatbed Semi trailers, valued at a total of USD 174,000. The payment structure is designated to optimize working capital while securing the necessary assets.

(i) Initial outflow

The project's initial outflows is an upfront initial advance payment of USD 34,800, representing 20% of the total purchase price, will be disbursed directly from M/s DARWORLD LINKS LIMITED operating funds to the supplier (M/s DONGGUAN CIMC VEHICLE CO. LIMITED). This payment is expected to occur upon the finalization of the purchase agreement and invoice acceptance.

(ii). Financing the remaining balance via Letter of Credit (LC) guarantee

The supplier credit repayment, for the remaining balance of USD 139,200, represent 80% of the total value, will be guaranteed through an irrevocable Letter of Credit (LC)

opened by the company's banking partner in favour of the supplier (M/s DONGGUAN CIMC VEHICLE CO. LIMITED). It is important to note that the bank's role is solely to provide a guarantee for payment, not to extend a direct loan, with M/s DARWORLD LINKS LIMITED responsible for the supplier credit repayment.

(iv) LC charges and repayment of supplier credit

A Letter of Credit charge of 4% per annum will be incurred on the guaranteed amount of USD 139,200. M/s DARWORLD LINKS LIMITED will be responsible for repaying the supplier credit, facilitated by the LC, through structured installments over a period of 1 year from the date the Letter of Credit is opened by the bank. This payment schedule will be managed to align with the operational cash generation from newly acquired assets.

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 around 15 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 both planned from both local and neighbouring countries the project will also earn foreign currency especially for the United Republic of Tanzania market. Out of all project expected cargo overhauling transactions will be settled in foreign currencies for cross boarder clients. In this study we have assumed that the project will be paid in both local and foreign currencies.

10.0 CONCLUSION

- (i) The project is profitable and to contribute to government revenue by way of taxes and other statutory tariffs and fees.
- (ii) The project to provide employment to 100 people.
- (iii) 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 and they are ready to invest such large sums of investment.

11.0 **RECOMMENDATION**

After the foregoing economic and financial evaluation of the project, we strongly recommend that this project be implemented and be given all the support required by all the concerned financial institutions, 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. By combining operational excellence with sustainable practices and strategic partnership, M/s DARWORLD LINKS LIMITED is not only poised for immediate growth but also set to drive long term transport and logistics business line and prosper exponentially in the sector in Tanzania. We invite investors, financial institutions and strategic partners to join the company on this journey towards a more productive and sustainable the future of transport and logistics industry.

Financial model Assumptions >>>

The Company is now investing, transforming and expanding in the business of transport and logistics from agent to a medium and large scale operators across Tanzania and cross-border for both cargo and fuel with well planned step up implementation.

There will be acquisition of new trucks up to 100 units with the following break down :

- Transporting Nickel from Dodoma to Dar es Salaam with the maximum use of 60 trucks, carrying 30 tons/trip conducting 15 trips per months.
- Fuel transportation from Dar es Salaam (TZS) to Lubumbashi (DRC) with maximum use of 40 trucks.

The Total Investment Costs for this Project are hereunder mentioned

S/n	Description	Amount in TZS
1	Land & Buildings - Yard	2,000,000,000
2	New Truck Heards - 100 units with CIF + Taxes	11,097,000,000
3	New Flatbed Trailers - 60 units with CIF + Taxes	3,498,000,000
4	New Fuel Tankers - 40 units with CIF + Taxes	7,020,000,000
5	Supporting Motor Vehicles - 4WD 10 units with CIF + Taxes	1,200,000,000
6	Machinery & Equipment	1,000,000,000
7	Furniture & Fittings	40,000,000
TOTAL CAPEX		25,855,000,000
8	Pre-Operating Expenses	950,000,000
9	Others	500,000,000
10	Initial Working Capital Requirements	3,150,000,000
TOTAL		30,455,000,000

REVENUE PROJECTIONS - DRY CARGOES

There will be **15 trips for 1 truck per month** from Dodoma to Dar es Salaam with revenue of **Tzs 3,000,000** per trip. This will make a total of **150 trips** per annum for 1 truck.

With minimum fleet of **30 trucks**, a total trips of **450 per month** making a total projected revenue of **Tzs 1,350,000,000 per month**.

Assumed **10 months** of operations, thus the annual projected revenue will be **Tzs 13,500,000,000**.

Second year the revenue are projected to double reaching **Tzs 27,000,000,000** as the maximum utilization of **60 trucks**.

REVENUE PROJECTIONS - FUEL

From Dar es Salaam to Lubumbashi costing **\$200 per metric liters** with planned fleet of **40 trucks** each carrying **47 metric liters** and will be operating atleast 3 trips per month, thus making monthly revenue of **\$ 1,128,000**

The annual revenue will be **\$13,536,000** which is equivalent to **Tzs 36,547,200,000**

Direct costs are assumed to be **70%** of the total projected revenue while Gross Margins are projected to be **30%**

The operating and administrative expenses are assumed to be **12%** of the total revenue thus making Net Income being **18%**

The project funding will be **Equity** basis

The projected revenue are assumed to grow by **12%** year on year whilst expenses are assumed to grow by **10%** year on year

DARWORLD LINKS LIMITED														
PROJECTED CASH FLOWS FOR THE COMING 12 MONTHS														
Year	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	TOTAL	Average
Inflows:														
Transportation Revenue - Dry Cargo	1,350,000,000	1,351,350,000	1,352,701,350	1,354,054,051	1,355,408,105	1,356,763,514	1,358,120,277	1,359,478,397	1,360,837,876	1,362,198,714	1,363,560,912	1,364,924,473	16,289,397,669	1,357,449,806
Transportation Revenue - Fuel	3,045,600,000	3,048,645,600	3,051,694,246	3,054,745,940	3,057,800,686	3,060,858,486	3,063,919,345	3,066,983,264	3,070,050,248	3,073,120,298	3,076,193,418	3,079,269,612	36,748,881,142	3,062,406,762
Term loan - VAF(new)														
Total Inflows	4,395,600,000	4,399,995,600	4,404,395,596	4,408,799,991	4,413,208,791	4,417,632,000	4,422,039,622	4,426,461,662	4,430,888,123	4,435,319,011	4,439,754,330	4,444,194,085	53,038,278,811	4,419,856,468
Out Flows:														
Direct costs + Other overheads	3,076,920,000	3,079,996,920	3,083,076,917	3,086,159,994	3,089,246,154	3,092,335,400	3,095,427,735	3,098,523,163	3,101,621,686	3,104,723,308	3,107,828,031	3,110,935,859	37,126,795,168	3,093,899,597
Salaries and wages	221,054,857	221,054,857	221,054,857	221,054,857	221,054,857	221,054,857	221,054,857	221,054,857	221,054,857	221,054,857	221,054,857	221,054,857	2,652,658,284	221,054,857
Repair and maintenance - MV costs	35,220,000	35,220,000	35,220,000	35,220,000	35,220,000	35,220,000	35,220,000	35,220,000	35,220,000	35,220,000	35,220,000	35,220,000	422,640,000	35,220,000
Communications	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	64,200,000	5,350,000
Road Tolls	181,861,324	181,861,324	181,861,324	181,861,324	181,861,324	181,861,324	181,861,324	181,861,324	181,861,324	181,861,324	181,861,324	181,861,324	2,182,335,888	181,861,324
Printing and Stationeries	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	15,000,000	1,250,000
License, fees and permits	2,745,870	2,745,870	2,745,870	2,745,870	2,745,870	2,745,870	2,745,870	2,745,870	2,745,870	2,745,870	2,745,870	2,745,870	32,950,440	2,745,870
Insurance	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	30,000,000	2,500,000
Bank charges	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	2,100,000	175,000
Border fees	77,500,000	77,500,000	77,500,000	77,500,000	77,500,000	77,500,000	77,500,000	77,500,000	77,500,000	77,500,000	77,500,000	77,500,000	930,000,000	77,500,000
Miscellaneous expenses	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	600,000,000	50,000,000
Loan repayment - New	3,654,577,051	3,657,653,971	3,660,733,968	3,663,817,045	3,666,903,205	3,669,992,451	3,673,084,786	3,676,180,214	3,679,278,737	3,682,380,359	3,685,485,082	3,688,592,910	44,058,679,780	3,671,556,648
Total Outflows	7,41,022,949	7,42,341,629	7,43,661,628	7,44,982,946	7,46,305,586	7,47,629,549	7,48,954,836	7,50,281,447	7,51,609,386	7,52,938,652	7,54,269,248	7,55,601,174	8,979,599,031	748,299,919
Net flow	3,654,577,051	3,657,653,971	3,660,733,968	3,663,817,045	3,666,903,205	3,669,992,451	3,673,084,786	3,676,180,214	3,679,278,737	3,682,380,359	3,685,485,082	3,688,592,910	44,058,679,780	3,671,556,648
Opening Cash Balance														
Net flow	741,022,949	742,341,629	743,661,628	744,982,946	746,305,586	747,629,549	748,954,836	750,281,447	751,609,386	752,938,652	754,269,248	755,601,174	8,979,599,031	748,299,919
Accumulated cash flow	741,022,949	1,483,364,578	2,227,026,206	2,972,009,152	3,718,314,738	4,465,944,287	5,214,899,123	5,965,180,570	6,716,789,956	7,469,728,609	8,223,997,857	8,979,599,031	8,979,599,031	748,299,919

DARWORLD LINKS LIMITED					
PROJECTED CASH-FLOWS FOR THE COMING 5 YEARS					
Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Inflows:		-			
Transportation Revenue - Dry Cargo	16,289,397,669	32,578,795,339	36,488,250,779	40,866,840,873	45,770,861,778
Transportation Revenue - Fuel	36,748,881,142	36,785,630,023	41,199,905,626	46,143,894,301	51,681,161,617
Term loan - VAF(new)		-	-	-	-
Total Inflows	53,038,278,811	69,364,425,362	77,688,156,405	87,010,735,174	97,452,023,395
Out Flows:					
Direct costs + Other overheads	37,126,795,168	48,555,097,753	54,381,709,484	60,907,514,622	68,216,416,376
Salaries and wages	2,652,658,284	2,917,924,112	3,209,716,524	3,530,688,176	3,883,756,994
Repair and maintenance - MV costs	422,640,000	464,904,000	511,394,400	562,533,840	618,787,224
Communications	64,200,000	70,620,000	77,682,000	85,450,200	93,995,220
Road Tolls	2,182,335,888	2,400,569,477	2,640,626,424	2,904,689,067	3,195,157,974
Printing and Stationeries	15,000,000	16,500,000	18,150,000	19,965,000	21,961,500
License, fees and permits	32,950,440	36,245,484	39,870,032	43,857,036	48,242,739
Insurance	30,000,000	33,000,000	36,300,000	39,930,000	43,923,000
Bank charges	2,100,000	2,310,000	2,541,000	2,795,100	3,074,610
Border fees	930,000,000	1,023,000,000	1,125,300,000	1,237,830,000	1,361,613,000
Miscellaneous expenses	600,000,000	660,000,000	726,000,000	798,600,000	878,460,000
Loan repayment - New	-	-	-	-	-
Total Outflows	44,058,679,780	56,180,170,826	62,769,289,864	70,133,853,040	78,365,388,637
Net flow	8,979,599,031	13,184,254,535	14,918,866,541	16,876,882,134	19,086,634,758
Opening Cash Balance	-	8,979,599,031	22,163,853,567	37,082,720,108	53,959,602,241
Net flow	8,979,599,031	13,184,254,535	14,918,866,541	16,876,882,134	19,086,634,758
Accumulated cash flow	8,979,599,031	22,163,853,567	37,082,720,108	53,959,602,241	73,046,236,999

PROJECTED STATEMENTS OF COMPREHENSIVE INCOME FOR THE COMING 5 YEARS					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
	Projected	Projected	Projected	Projected	Projected
Sales	53,038,278,811	69,364,425,362	77,688,156,405	87,010,735,174	97,452,023,395
Direct Costs	37,126,795,168	48,555,097,753	54,381,709,484	60,907,514,622	68,216,416,376
Gross Profit	15,911,483,643	20,809,327,609	23,306,446,922	26,103,220,552	29,235,607,018
Operating & Admin Expenses	6,929,784,612	7,622,763,073	8,385,039,381	9,223,543,319	10,145,897,650
Depreciation	5,933,750,000	3,039,375,000	1,580,062,500	840,712,500	463,227,188
Finance cost	2,100,000	2,310,000	2,541,000	2,795,100	3,074,610
Profit Before Taxation	3,045,849,031	10,144,879,536	13,338,804,041	16,036,169,633	18,623,407,571
Taxation	913,754,709	3,043,463,861	4,001,641,212	4,810,850,890	5,587,022,271
Profit After Taxation	2,132,094,322	7,101,415,675	9,337,162,828	11,225,318,743	13,036,385,300
EBITDA	8,981,699,031	13,186,564,536	14,921,407,541	16,879,677,233	19,089,709,368
Accumulated Earnings	2,132,094,322	9,233,509,997	18,570,672,825	29,795,991,568	42,832,376,868

PROJECTED STATEMENTS OF FINANCIAL POSITION FOR THE COMING 5 YEARS

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Non- Current Assets	Projected	Projected	Projected	Projected	Projected
Net Property, Plant and Equipment	19,921,250,000	16,881,875,000	15,301,812,500	14,461,100,000	13,997,872,813

CURRENT ASSETS:

Stocks - Spare parts & lubricants	120,456,398	150,789,543	180,022,548	225,028,185	281,285,231
Debtors & Other receivables	1,113,055,485	2,520,457,845	2,751,055,485	5,024,458,541	6,280,573,176
Bank and Cash	262,693,780	332,285,085	1,884,169,515	1,177,643,078	1,805,548,545
TOTAL CURRENT ASSETS	1,496,205,663	3,003,532,473	4,815,247,548	6,427,129,804	8,367,406,953

TOTAL ASSETS

	21,417,455,663	19,885,407,473	20,117,060,048	20,888,229,804	22,365,279,765
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EQUITY AND LIABILITIES

EQUITY:

Share Capital	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000
Capital Injection	17,990,000,000	9,237,000,000	-	-	-
Retained Earnings	2,132,094,322	9,233,509,997	18,570,672,825	19,197,203,860	20,515,151,225
	20,222,094,322	18,570,509,997	18,670,672,825	19,297,203,860	20,615,151,225

TOTAL LIABILITIES

Loan	-	-	-	-	-
Tax Payables	444,806,487	489,287,136	538,215,849	592,037,434	651,241,178
Trade and Other Payables	750,554,854	825,610,339	908,171,373	998,988,511	1,098,887,362
TOTAL LIABILITIES	1,195,361,341	1,314,897,475	1,446,387,223	1,591,025,945	1,750,128,540

TOTAL EQUITY AND LIABILITIES

	21,417,455,663	19,885,407,473	20,117,060,048	20,888,229,804	22,365,279,765
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	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
KEY RATIOS	Projected	Projected	Projected	Projected	Projected
Sales growth ratios - %	-	30.78	12.00	12.00	12.00
Receivables days	8	13	13	21	24
Payable days	7	6	6	6	6
Gross margin ratios (%)	30.00	30.00	30.00	30.00	30.00
Net margin ratios (%)	4.02	10.24	12.02	12.90	13.38
EBITDA margins ratios (%)	16.93	19.01	19.21	19.40	19.59
Return on Assets (ROA) - %	9.95	35.71	46.41	53.74	58.29
Return on Equity (ROE) - %	10.54	38.24	50.01	58.17	63.24

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Operating Activities					
Net Profit	2,132,094,322	7,101,415,675	9,337,162,828	11,225,318,743	13,036,385,300
Adjustments to reconcile Net Income to Net Cash provided by operations	-	-	-	-	-
Depreciation	5,933,750,000	3,039,375,000	1,580,062,500	840,712,500	463,227,188
Adjustments	-	-	-	-	-
Cash effects of Changes in Working Capital	8,065,844,322	10,140,790,675	10,917,225,328	12,066,031,243	13,499,612,487
Trade receivables	(1,113,055,485)	(1,407,402,360)	(230,597,640)	(2,273,403,056)	(1,256,114,635)
Inventory	(120,456,398)	(30,333,145)	(29,233,005)	(45,005,637)	(56,257,046)
Accounts payables	750,554,854	75,055,485	82,561,034	90,817,137	99,898,851
Net Cash provided by changes in Working Capital	7,582,887,293	8,778,110,655	10,739,955,717	9,838,439,688	12,287,139,657
Tax paid	(555,000,000)	(2,750,000,000)	(3,500,000,000)	(4,500,000,000)	(5,000,000,000)
Dividends	-	(5,958,519,350)	(5,688,071,287)	(6,044,966,125)	(6,659,234,190)
Net Cash provided by Operations	7,027,887,293	69,591,305	1,551,884,430	(706,526,437)	627,905,467
Investing Activities					
Capital Expenditures	(25,855,000,000)	-	-	-	-
Net Cash used in Investing Activities	(25,855,000,000)	-	-	-	-
Financing Activities					
Borrowings					
Loan repayments					
Equity Share Capital Infusion	17,990,000,000	-	-	-	-
Net Cash used in Financing Activities	17,990,000,000	-	-	-	-
Net Cash and Cash Equivalents	(837,112,707)	69,591,305	1,551,884,430	(706,526,437)	627,905,467
Cash and cash equivalent at beginning of year	1,099,806,487	262,693,780	332,285,085	1,884,169,516	1,177,643,078
Cash and cash equivalent at end of year	262,693,780	332,285,085	1,884,169,516	1,177,643,078	1,805,548,545

	LAND & BUILDINGS	MOTOR VEHICLES	FURNITURE AND FITTINGS	MACHINERY & EQUIPMENT	TOTAL
COST/VALUATION	TZS	TZS	TZS	TZS	TZS
Beginning YEAR 1	2,000,000,000	22,815,000,000	40,000,000	1,000,000,000	25,855,000,000
ADDITIONS	-	-	-	-	-
Disposal/write off	-	-	-	-	-
TOTAL at YEAR 1	2,000,000,000	22,815,000,000	40,000,000	1,000,000,000	25,855,000,000
DEPRECIATION					
Beginning YEAR 1	-	-	-	-	-
Charge for the year	100,000,000	5,703,750,000	5,000,000	125,000,000	5,933,750,000
As at YEAR 1	100,000,000	5,703,750,000	5,000,000	125,000,000	5,933,750,000
NBV YEAR1	1,900,000,000	17,111,250,000	35,000,000	875,000,000	19,921,250,000

	LAND & BUILDINGS	MOTOR VEHICLES	FURNITURE AND FITTINGS	MACHINERY & EQUIPMENT	TOTAL
COST/VALUATION	TZS	TZS	TZS	TZS	TZS
Beginning YEAR 2	1,900,000,000	17,111,250,000	35,000,000	875,000,000	19,921,250,000
ADDITIONS	-	-	-	-	-
Disposal/write off	-	-	-	-	-
TOTAL at YEAR 2	1,900,000,000	17,111,250,000	35,000,000	875,000,000	19,921,250,000
DEPRECIATION					
Beginning YEAR 2	100,000,000	5,703,750,000	5,000,000	125,000,000	5,933,750,000
Charge for the year	90,000,000	2,851,875,000	3,750,000	93,750,000	3,039,375,000
As at YEAR 2	190,000,000	8,555,625,000	8,750,000	218,750,000	8,973,125,000
NBV YEAR 2	1,810,000,000	14,259,375,000	31,250,000	781,250,000	16,881,875,000
NBV YEAR 1	1,900,000,000	17,111,250,000	35,000,000	875,000,000	19,921,250,000

	LAND & BUILDINGS	MOTOR VEHICLES	FURNITURE AND FITTINGS	MACHINERY & EQUIPMENT	TOTAL
COST/VALUATION	TZS	TZS	TZS	TZS	TZS
Beginning YEAR 3	1,810,000,000	14,259,375,000	31,250,000	781,250,000	16,881,875,000
ADDITIONS	-	-	-	-	-
Disposal/write off	-	-	-	-	-
TOTAL at YEAR 3	1,810,000,000	14,259,375,000	31,250,000	781,250,000	16,881,875,000
DEPRECIATION					
Beginning YEAR 3	190,000,000	8,555,625,000	8,750,000	218,750,000	8,973,125,000
Charge for the year	81,000,000	1,425,937,500	2,812,500	70,312,500	1,580,062,500
As at YEAR 3	271,000,000	9,981,562,500	11,562,500	289,062,500	10,553,187,500
NBV YEAR 3	1,729,000,000	12,833,437,500	28,437,500	710,937,500	15,301,812,500
NBV YEAR 2	1,810,000,000	14,259,375,000	31,250,000	781,250,000	16,881,875,000

	LAND & BUILDINGS	MOTOR VEHICLES	FURNITURE AND FITTINGS	MACHINERY & EQUIPMENT	TOTAL
COST/VALUATION	TZS	TZS	TZS	TZS	TZS
Beginning YEAR 4	1,729,000,000	12,833,437,500	28,437,500	710,937,500	15,301,812,500
ADDITIONS	-	-	-	-	-
Disposal/write off	-	-	-	-	-
TOTAL at YEAR 4	1,729,000,000	12,833,437,500	28,437,500	710,937,500	15,301,812,500
DEPRECIATION					
Beginning YEAR 4	271,000,000	9,981,562,500	11,562,500	289,062,500	10,553,187,500
Charge for the year	72,900,000	712,968,750	2,109,375	52,734,375	840,712,500
As at YEAR 4	343,900,000	10,694,531,250	13,671,875	341,796,875	11,393,900,000
NBV YEAR 4	1,656,100,000	12,120,468,750	26,328,125	658,203,125	14,461,100,000
NBV YEAR 3	1,729,000,000	12,833,437,500	28,437,500	710,937,500	15,301,812,500

	LAND & BUILDINGS	MOTOR VEHICLES	FURNITURE AND FITTINGS	MACHINERY & EQUIPMENT	TOTAL
COST/VALUATION	TZS	TZS	TZS	TZS	TZS
Beginning YEAR 5	1,656,100,000	12,120,468,750	26,328,125	658,203,125	14,461,100,000
ADDITIONS	-	-	-	-	-
Disposal/write off	-	-	-	-	-
TOTAL at YEAR 5	1,656,100,000	12,120,468,750	26,328,125	658,203,125	14,461,100,000
DEPRECIATION					
Beginning YEAR 5	343,900,000	10,694,531,250	13,671,875	341,796,875	11,393,900,000
Charge for the year	65,610,000	356,484,375	1,582,031	39,550,781	463,227,188
As at YEAR 5	409,510,000	11,051,015,625	15,253,906	381,347,656	11,857,127,188

NBV YEAR 5	1,590,490,000	11,763,984,375	24,746,094	618,652,344	13,997,872,813
NBV YEAR 4	1,656,100,000	12,120,468,750	26,328,125	658,203,125	14,461,100,000

	LAND & BUILDINGS	MOTOR VEHICLES	FURNITURE AND FITTINGS	MACHINERY & EQUIPMENT	TOTAL
COST/VALUATION	TZS	TZS	TZS	TZS	TZS
Beginning YEAR 1	2,000,000,000	22,815,000,000	40,000,000	1,000,000,000	25,855,000,000
ADDITIONS	-	-	-	-	-
Disposal/write off	-	-	-	-	-
TOTAL at YEAR 1	2,000,000,000	22,815,000,000	40,000,000	1,000,000,000	25,855,000,000
DEPRECIATION					
Beginning YEAR 1	-	-	-	-	-
Charge for the year	100,000,000	5,703,750,000	5,000,000	125,000,000	5,933,750,000
As at YEAR 1	100,000,000	5,703,750,000	5,000,000	125,000,000	5,933,750,000
NBV YEAR1	1,900,000,000	17,111,250,000	35,000,000	875,000,000	19,921,250,000

	LAND & BUILDINGS	MOTOR VEHICLES	FURNITURE AND FITTINGS	MACHINERY & EQUIPMENT	TOTAL
COST/VALUATION	TZS	TZS	TZS	TZS	TZS
Beginning YEAR 2	1,900,000,000	17,111,250,000	35,000,000	875,000,000	19,921,250,000
ADDITIONS	-	-	-	-	-
Disposal/write off	-	-	-	-	-
TOTAL at YEAR 2	1,900,000,000	17,111,250,000	35,000,000	875,000,000	19,921,250,000
DEPRECIATION					
Beginning YEAR 2	100,000,000	5,703,750,000	5,000,000	125,000,000	5,933,750,000
Charge for the year	90,000,000	2,851,875,000	3,750,000	93,750,000	3,039,375,000
As at YEAR 2	190,000,000	8,555,625,000	8,750,000	218,750,000	8,973,125,000
NBV YEAR 2	1,810,000,000	14,259,375,000	31,250,000	781,250,000	16,881,875,000
NBV YEAR 1	1,900,000,000	17,111,250,000	35,000,000	875,000,000	19,921,250,000

	LAND & BUILDINGS	MOTOR VEHICLES	FURNITURE AND FITTINGS	MACHINERY & EQUIPMENT	TOTAL
COST/VALUATION	TZS	TZS	TZS	TZS	TZS
Beginning YEAR 3	1,810,000,000	14,259,375,000	31,250,000	781,250,000	16,881,875,000
ADDITIONS	-	-	-	-	-
Disposal/write off	-	-	-	-	-
TOTAL at YEAR 3	1,810,000,000	14,259,375,000	31,250,000	781,250,000	16,881,875,000
DEPRECIATION					
Beginning YEAR 3	190,000,000	8,555,625,000	8,750,000	218,750,000	8,973,125,000
Charge for the year	81,000,000	1,425,937,500	2,812,500	70,312,500	1,580,062,500
As at YEAR 3	271,000,000	9,981,562,500	11,562,500	289,062,500	10,553,187,500
NBV YEAR 3	1,729,000,000	12,833,437,500	28,437,500	710,937,500	15,301,812,500
NBV YEAR 2	1,810,000,000	14,259,375,000	31,250,000	781,250,000	16,881,875,000

	LAND & BUILDINGS	MOTOR VEHICLES	FURNITURE AND FITTINGS	MACHINERY & EQUIPMENT	TOTAL
COST/VALUATION	TZS	TZS	TZS	TZS	TZS
Beginning YEAR 4	1,729,000,000	12,833,437,500	28,437,500	710,937,500	15,301,812,500
ADDITIONS	-	-	-	-	-
Disposal/write off	-	-	-	-	-
TOTAL at YEAR 4	1,729,000,000	12,833,437,500	28,437,500	710,937,500	15,301,812,500
DEPRECIATION					
Beginning YEAR 4	271,000,000	9,981,562,500	11,562,500	289,062,500	10,553,187,500
Charge for the year	72,900,000	712,968,750	2,109,375	52,734,375	840,712,500
As at YEAR 4	343,900,000	10,694,531,250	13,671,875	341,796,875	11,393,900,000
NBV YEAR 4	1,656,100,000	12,120,468,750	26,328,125	658,203,125	14,461,100,000
NBV YEAR 3	1,729,000,000	12,833,437,500	28,437,500	710,937,500	15,301,812,500

	LAND & BUILDINGS	MOTOR VEHICLES	FURNITURE AND FITTINGS	MACHINERY & EQUIPMENT	TOTAL
COST/VALUATION	TZS	TZS	TZS	TZS	TZS
Beginning YEAR 5	1,656,100,000	12,120,468,750	26,328,125	658,203,125	14,461,100,000
ADDITIONS	-	-	-	-	-
Disposal/write off	-	-	-	-	-
TOTAL at YEAR 5	1,656,100,000	12,120,468,750	26,328,125	658,203,125	14,461,100,000
DEPRECIATION					
Beginning YEAR 5	343,900,000	10,694,531,250	13,671,875	341,796,875	11,393,900,000
Charge for the year	65,610,000	356,484,375	1,582,031	39,550,781	463,227,188
As at YEAR 5	409,510,000	11,051,015,625	15,253,906	381,347,656	11,857,127,188

NBV YEAR 5	1,590,490,000	11,763,984,375	24,746,094	618,652,344	13,997,872,813
NBV YEAR 4	1,656,100,000	12,120,468,750	26,328,125	658,203,125	14,461,100,000