

# **OSINGO CONSTRUCTION COMPANY LIMITED**

## **BUSINESS PROPOSAL FOR DEVELOPMENT OF SEGEREA COMMERCIAL COMPLEX JANUARY - 2025**



### **Prepared by:**

Salutari John Meja (Managing Director)  
P.O. Box 6876  
Dar es Salaam,  
Tanzania

## Table of Contents

1. Executive Summary .....	3
1.1. Introduction .....	3
1.2. Brief Description of the Project.....	4
1.3. Key Success Factors of the Project. ....	4
1.4. Loan Received.....	5
1.5. Collateral of the Loan .....	5
1.6. Expected Revenue and Calculation of NPV .....	5
1.7. Risk Management .....	5
2. Directors, Management of the promoters of SEGEREA COMMERCIAL COMPLEX .	6
2.1. Management team Structure:.....	6
2.2. Management Outline:.....	6
3. Vision and Mission of OSINGO CONSTRUCTION COMPANY LTD. ....	7
3.1. Vision.....	7
3.2. Mission Statement .....	7
4. Detailed description of the proposed project .....	8
5. On-going Construction works which have been undertaken .....	9
6. General Assessment of Competition within the locality of the proposed project .....	9
6.1. List of Major three Competitors: .....	9
7. Key Success factors of the proposed projects [Strengths].....	10
7.1. Strategic location of the Project Site .....	10
7.2. Multiple Accessibility and short distance to Neighboring wards.....	10
7.3. Adjacent to a modern SEGEREA Bus Stand.....	11
7.4. Located along the main road linking TABATA, KINYEREZI & SEGEREA.....	11
7.5. The only big Shopping Complex in SEGEREA & the 4 neighboring wards ....	11
7.6. Promoted by Experienced Construction Company .....	11
7.7. There is a confirmed list of Potential Tenants .....	11
7.8. Future Potential through Road Improvement and traffic diversion .....	12
7.9. Large number of People who are Medium and High-Income earners.....	12
8. Identified weaknesses risks and their mitigation factors .....	12
8.1. Structure design risks.....	12
8.2. Slow pace of construction .....	12
8.3. Vague payment to project contractors. ....	12

8.4.	Risks associated with poor workmanship.....	13
8.5.	Risks associated with construction using sub standard materials,.....	13
8.6.	The risks of Fire or Accidents during construction stage .....	13
8.7.	Conflicts.....	13
8.8.	The risks of terrorism after completion of the building .....	13
8.9.	Risks associated with inability of the Company to repay the loan borrowed ..	14
9.	Marketing strategies .....	14
9.1.	Branding and Positioning.....	14
9.2.	Target Market .....	155
9.3.	Promotion Strategy.....	15
10.	Estimated costs of the project .....	177
11.	Loan Received.....	177
12.	Collateral of the Loan .....	177
13.	Assumptions on the preparation of our Projection:.....	18
14.	Projection Cash Flows.....	19

**1. Executive Summary**

**1.1. Introduction**

**SEGEREA COMMERCIAL COMPLEX** is a proposed property development adjacent to SEGEREA main bus stand. An investor of this property development is OSINGO CONSTRUCTION COMPANY LTD, a Tanzanian registered and owned company. The Company’s registered headquarter is located in Plot No: 212, Segerea in Ilala Municipality in Dar es salaam city. The Company has grown progressively from small local investor to medium local investor in property development. After running property rental business for a while in individual basis, the directors of the company have decided to extend the company focus in a large-scale property rental business to maximize their returns as well as seizing opportunity available in a real estate especially in the provision of excellent rental properties at affordable price.

In an effort to grow to a Big Local Investor in property development OSINGO CONSTRUCTION COMPANY LTD plans to build 17 Storey Building Segerea Commercial Complex, a property which will be having more than 6,000 square meters of rental spaces for different commercial activities.

The objective of this Project is to provide high quality shopping Centre with extensive shops and stores in several blocks, cash points, Supermarket Halls, Bank halls in ground floor, first floor and second, Cinema Halls in third floor and Apartments starting from 14<sup>th</sup> floor to 17<sup>th</sup> floor. The 1<sup>st</sup> phase is to complete the building from ground floor to 3<sup>rd</sup> floor. The model of the proposed structure is a one show stop to individuals looking for their basic needs, recreation, completing financial transactions while emphasizing on the simplicity ensuring clients enjoy hassle-free and tailored experience within the premises.

To achieve these goals the company, rely much on the expertise of its management team possess different professionalism and long experience in construction and real estate management and is humbly soliciting fund to raise Tsh.5 billion for erecting the full structure of the building of which the construction is still ongoing using the fund raised by the owners. The company also articulated the expected financials and operations over the next ten years after the full occupations of the building.

The Project generates direct employment to a minimal of 10 employees with a capacity to expand the employment levels in the later years. The continued success of the project is likely to attract other investors into real estate or rental property business and offering opportunities to establish and house multiple businesses to drive economic growth. The project will contribute to the government through payment of various statutory taxes and levies such as: Corporate tax, VAT, WHT, PAYE, Municipality levies, Licenses, Stamp duty.

The loan being applied is proposed to be secured by a legal mortgage where the building Structured is erected in an area of **6,690 SQMs** with a **Title Deed No. 47596 Block ‘S’ and L.O No. 167263, located at Segerea, Ilala Municipality in Dar es Salaam region.** The valuation report indicates the land area where the building is being erected has market values **of TZS 1,338 million** and the building will have a market value of **TZS 72 billion** upon completion.

## **1.2. Brief Description of the Project.**

The project will involve construction of seventeen storey property with a 1st phase aiming to complete the building from ground floor to 3rd floor and ready for leasing. Total rental space of more than 6,000 square meters [from ground floor to 3<sup>rd</sup> floor] in a plot located adjacent to the SEGEREA modern Bus interchange, the upcoming station for Rapid Transit Buses will be also located in same area. Construction of SEGEREA Commercial Complex will be financed both by equity 60% and debt 40%.

To commercialize the rental properties business, the directors of the company have reached a joint decision to secure the financial support from CRDB Bank Limited in order to develop and complete the building structure as Business Centre and Apartments at Segerea which will have 99 Retail Shops, 30 Cash Points, 2 Supermarket halls, 1 Bank Hall, 2 Cinema halls and 56 Apartments. The development of the project investments will focus on the following areas:

- The Pre-Construction Stage [i.e. Building plan, Budget estimation, acquisition of land and documentation]
- Site clearing
- Foundation
- Ground floor to 1<sup>st</sup> floor – building structure already complete
- Erect the building structure and walling - from 1<sup>st</sup> floor to 3<sup>rd</sup> floor
- Construction of stair cases
- Roofing
- Electrical & Plumbing
- Lift shafts
- Doors and Windows
- Flooring and painting
- Exterior and interior finishing

Currently the company has significantly contributed to the project using company or owners donated fund i.e. securing a land, investing in pre-construction [i.e. Building plan, Budget estimation, acquisition of land and documentation], site clearing, building the structure foundation and erecting the ground floor to second floor.

## **1.3. Key Success Factors of the Project.**

The SEGEREA Commercial COMPLEX is a unique and environment friendly project that has a list of major and convincing strength which when analyzed by any business analyst will rank it as one of the best projects in terms of revenue generation and profitability.

To mention just a few, the project is strategically located at the center of SEGEREA ward, where by all major economic activities are taking place. It is also located adjacent to SEGEREA modern bust stand; it is rich with multiple accesses to neighboring wards; it will be the only big shopping complex in SEGEREA and other 4 neighboring wards.

#### **1.4. Loan Received**

OSINGO CONSTRUCTION COMPANY LTD received a loan to the tune of TZS 5 billion from CRDB. The money which is 40% of the total project costs will be used to partly finance the construction of the SEGEREA Commercial Complex. The loan will be paid back within a period of 10 years. The remaining 60% of the costs will be contributed by OSINGO Company as equity contribution.

#### **1.5. Collateral of the Loan**

Primary security of the loan requested is proposed to be secured by a legal mortgage where the building Structured is erected in an area of **6,690 SQMs** with a **Title Deed No. 47596 Block 'S' and L.O No. 167263, located at Segerea, Ilala Municipality in Dar es Salaam region**. The valuation report indicates the land area where the building will be erected has market values of **TZS 1,338 million** and the expected building will have a market value of **TZS 72 billion** upon completion.

#### **1.6. Expected Revenue and Calculation of NPV**

SEGEREA Commercial Complex is a lucrative business idea mainly due to its strategic location. Projected revenue generation of the Complex when at full capacity has been estimated to its minimum level to be **TZS 100 million** per month and an average annual income of **TZS 1.2B** excluding maintenance cost.

The project indicates that will have a positive net present value within the tenure the granted credit facility at a discount rate of 15% per annum with an estimated loan payback period of 10 years. This is due to the fact that the type of investment is a long-term investment which requires long period.

#### **1.7. Risk Management**

Measures have been taken to mitigate risks associated with use of debt financing which includes;

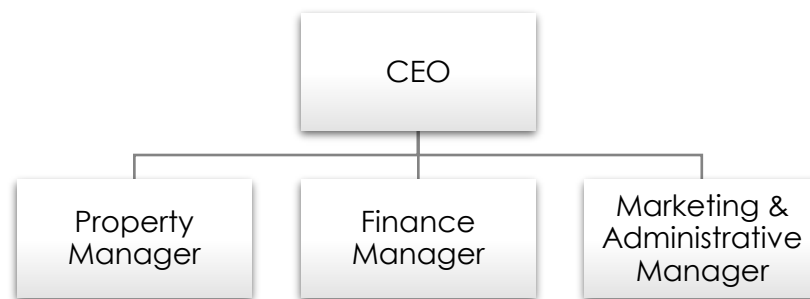
- i.** Use of not more than 40% of debt to finance the project.
- ii.** To undertake the construction in phases, to allow utilization of the equity fund before utilization of the borrowed funds.
- iii.** To request for grace period during the construction phase both for interest rate and principal repayments during construction period, this is estimated to be **one years**.

## **2. Directors, Management of the promoters of SEGEREA COMMERCIAL COMPLEX**

OSINGO CONSTRUCTION COMPANY LTD which is privately owned company was formed by three directors who play an important role in the strategic operations of the company. The day to day and some strategic issues have been entrusted to the Chief Executive Officer - CEO of the Company and his Management team.

### **2.1. Management team Structure:**

The entire management team below will be supported by a number of key technical and administrative staff in their distinctive professional expertise as the Organization Chart depict hereby;



### **2.2. Management Outline:**

The Board of Directors is the highest authority in the organization. It is responsible to set policy guidelines, to make major investment decisions and approve company plans and budgets. The Board of Directors will supervise the management team through the Managing Director.

#### **Chief Executive Officer - CEO**

**Mr. Salutari John Meja** is a visionary leader of the rental property management team deeply committed to excellence. He lays foundation for creative journey while guiding everyone towards new heights of achievement in the rental property sector.

He has been engineering projects with high innovative skills on cost management, production efficiency and while maximizing the utilization of available resources, with these skills had obviously come out with tremendous results and sounding financial performance on those projects. CEO, who will be an in-charge of the whole project's operations and will report to the Board of Directors as a senior executor of Organization's plan.

### **Property Manager**

**Mrs. Gaudensia Peter Mushi** will report direct to CEO and responsible for overseeing day-to-day operation of the property including property maintenances, security, cleanness and general up-keep of the property. Responsible for tenants' relationship, screening potential tenants. On behalf of the Company, Property Manager will be responsible on drafting, signing, and renewing of leases agreements. Setting up and adhering to budgets for property maintenance while also keeping in mind Understanding state and national landlord-tenant laws and regulations.

### **Marketing and Administrative Manager**

**Mrs. Jaqueline Salutari** will report direct to CEO and be involved in finding new markets and designing promotion strategies to be adopted and implemented by the company to attract those markets; to analyze the market and come out with the solution so as to win the large share of the targeted market; and will be assisted by one assistant.

### **Finance Manager;**

**Mr. Evarist Damas. Sunguya** will report direct to CEO and be taking care of the company Finance matters like managing Bank accounts Reconciliation, informing the management on liquidity issues, managing debtors and suppliers by agreeing on trading term that might not affect the company cash flow, assisting our accounting consultant on the preparation of the annual financial statement and other matters relating to administration as directed by the Management.

## **3. Vision and Mission of OSINGO CONSTRUCTION COMPANY LTD.**

### **3.1. Vision**

To become the leading Construction Company in Tanzania.

### **3.2. Mission Statement**

To provide high quality Construction Service to both Private and Government customers using state of the art technology with maximum adherence to Industrial standards.

#### 4. Detailed description of the proposed project

SEGEREA COMPLEX is a massive property development to be erected adjacent to the modern SEGEREA bus stand on a plot owned by OSINGO HOLDINGS. There is no doubt that the plot where this development will take place is a prime area. The project will involve construction of three storey structure with a total rental space of more than 6,000 square meters [from ground floor to 3<sup>rd</sup> floor]. An extract from the architectural drawings of the types of tenants and their spaces is listed in table below;

**Table 1. Types of tenants and space to be leased**

	<b>Blocks</b>	<b>Area Sqms</b>	<b>Shops</b>	<b>Cash Points</b>	<b>Bank</b>	<b>Supermarket</b>	<b>Cinema Hall</b>
<b>Ground Floor</b>	A	160.4	4	2			
	B	191.7	6	2			
	C	195.3	6	2			
	D	140.5	6	2			
	E	189.5	6	8			
	F	278.4	9				
	G	472.2				1	
	H	174.2	4	2			
<b>Total</b>		<b>1802.2</b>	<b>41</b>	<b>18</b>	<b>0</b>	<b>1</b>	<b>0</b>
	<b>Blocks</b>	<b>Area Sqms</b>	<b>Shops</b>	<b>Cash Points</b>	<b>Bank</b>	<b>Supermarket</b>	<b>Cinema Hall</b>
<b>First Floor</b>	A	134	2	2			
	B	191.7	4	2			
	C	195.3	6				
	D	140.5	6				
	E	189.5	6				
	F	278.4	9				
	G	472.2				1	
	H	174.2	4	2			
<b>Total</b>		<b>1775.8</b>	<b>37</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>0</b>

	<b>Blocks</b>	<b>Area Sqms</b>	<b>Shops</b>	<b>Cash Points</b>	<b>Bank</b>	<b>Supermarket</b>	<b>Cinema Hall</b>
<b>Second Floor</b>	A	134	4				
	B	191.7	2	2			
	C	195.3	2	2			
	D	140.5	6				
	E	189.5	1				
	F	278.4	1				
	G	472.2				1	
	H	174.2	4	2			
	J	92.2	1				
<b>Total</b>		<b>1868</b>	<b>21</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>0</b>

	<b>Details</b>	<b>Area Sqms</b>	<b>Cinema Hall</b>
<b>Third Floor</b>	CIN	226	1
	CIN	283.5	1
	Kitchen	121.8	
	Central Cooling	102.3	
	Rest Covered (Play & Rest ground)	162	
	Rest Open (Play & Rest ground)	192.1	
	Covered- Multifunction Terrace - A	638.9	
	Covered- Multifunction Terrace -B	772.5	
	<b>Total</b>	<b>2499.1</b>	<b>2</b>

## **5. On-going Construction works which have been undertaken**

The project site which is 6,690 square meters has been hoarded by using iron sheet, and the project is ongoing. The company has made progress and accomplished the following The Pre-Construction Stage [i.e. Building plan, Budget estimation, acquisition of land and documentation], Site clearing, construction of the Foundation, Ground floor to 1<sup>st</sup> floor – building structure already completed. The company also is complying with all the necessary building compliance requirements including building permit.

## **6. General Assessment of Competition within the locality of the proposed project**

The locality of the proposed project area is characterized with small businesses operated in small properties. The unique characteristics of SEGEREA Commercial Complex has so far attracted large numbers of tenants, pricing and modern property management techniques will be used to attract more tenants. Generally, there is no any Big Shopping Complex which is similar in size and characteristics of the proposed SEGEREA Commercial Complex.

### **6.1. List of Major three Competitors:**

#### **i. Property owned by Mr. Charles William Nyamrunda**

**Offering:** Rental space for Retail shops & Cash points

**Price range:** TZS 350,000.00 - TZS 500,000.00/ Month

**Unit Area size:** 10m<sup>2</sup> – 13m<sup>2</sup>

This property is opposite to the subject however doesn't offer comprehensive range of products compared to our project. most comparable to the subject. However, on term of Retail shop area size per unit our offering still performed better. Limited challenge for this property is the limited number of parking lots [accommodate only 8 cars at once]

**ii. Property - Mkinga I**

**Offering:** Rental space for Retail shops & Cash points

**Price range:** TZS 400,000.00 - TZS 600,000.00/ Month

**Unit Area size:** 12m<sup>2</sup> – 14m<sup>2</sup>

This property has is nearest to our project opposite Segerea Bus stand and is located on limited area space compared to our project. It is also the demanding the highest monthly rental charge. The property has a limited number of parking lots [accommodate only 5 cars at once]

**iii. Property - Mkinga II**

**Offering:** Rental space for Retail shops & Cash points

**Price range:** TZS 300,000.00 - TZS 500,000.00/ Month

**Unit Area size:** 10m<sup>2</sup> – 13m<sup>2</sup>

This property competes directly with the subject with a lot of Retail Shops which are appealing to the value renter especially for the front side spaces. This property is also opposite Segerea Bus stand and is located in an area equivalent to one acreage. In term of parking space, the place can accommodate at least 10 cars at once.

**7. Key Success factors of the proposed projects [Strengths]**

The SEGEREA COMPLEX project is a unique and environment friendly has a list of major and convincing strength which when analyzed by any business analyst will rank it as one of the best projects in terms of revenue generation and profitability. The strength has been indicated below;

**7.1. Strategic location of the Project Site**

OSINGO CONSTRUCTION COMPANY LTD has acquired a site measuring 6,690 square meters at the Central Business District of SEGEREA ward where by all major economic activities of that ward and neighboring ward are taking place.

**7.2. Multiple Accessibility and short distance to Neighboring wards**

The proposed project site is easily accessible through 3 major roads which connect it with the neighboring wards.

- i. It can be accessed from Nelson Mandela rd. via Tabata, the estimated distance from Mandela Road is 10 kms.
- ii. It can also be accessed from Nyerere road via airport through Sitaki Shari road and the estimated distance is 6 km.
- iii. It is connected to Morogoro road via Mbezi Mwisho, Mbezi Malamba Mawili, Kifuru, Kinyerezi then Segerea.

### **7.3. Adjacent to a modern SEGEREA Bus Stand**

SEGEREA Shopping Complex project is located exactly adjacent to the modern Segerea Bus Interchange. The Bus Interchange connects SEGEREA with all other areas of the city.

- i. Areas connected to SEGEREA through the bus interchange are Mbezi Malamba Mawili, Tandika, Temeke, Mnazi Mmoja, Kivukoni, Posta, Mwenge, Ubungo, Kinyerezi, Gongo la Mboti, Kisukuru.
- ii. The bus interchange increases number of people visiting the SEGEREA wards CBD and makes it a viable center of business activities. It is estimated that the numbers of buses and private cars play around SEGEREA bus stand is more than 500 per day.

### **7.4. Located along the main road linking TABATA, KINYEREZI & SEGEREA**

The proposed shopping complex is located along the main road connecting SEGEREA with KINYEREZI on one side and TABATA on the other side. This central strategic location makes it the ideal place for establishment of a big Shopping Complex.

### **7.5. The only big Shopping Complex in SEGEREA & the 4 neighboring wards**

It has been observed that there is no any big shopping complex in SEGEREA or in the 4 neighboring wards [UKONGA, TABATA, KIMANGA and KINYEREZI]. According to data from National Bureau of Statistics the combined total population of these 5 wards is 301,390 people. This population of middle- and high-income earners which is 70% more than the population of Moshi town and 50% of population of Arusha City present a lucrative business opportunity for the establishment of a big Shopping Complex.

### **7.6. Promoted by Experienced Construction Company**

OSINGO CONSTRUCTION COMPANY LTD the investor of the SEGEREA Shopping Complex is a professional registered contractor registered by Contractors Registration Board as Building & Civil Works Contractor class 4. Their knowledge, skills and experience will be used to make the Construction of SEGEREA Shopping complex successful.

### **7.7. There is a confirmed list of Potential Tenants**

The company is maintaining a good a list of potential tenants for Retail Shops/Cash points who are willing and able to rent a space. The target market is traders and business people around Segerea and near areas i.e. Kinyerezi, Tabata, Kimanga. For Cinema Halls and Bank Halls we are engaging potential tenants to pursue the opportunity. So far there is a list of 4 major tenants and 50 small and medium tenants who have confirmed that they want to rent space at the Segerea Shopping Complex.

### **7.8. Future Potential through Road Improvement and traffic diversion**

All the 3 roads connecting SEGEREA with other parts of the city have been earmarked as potential ring roads by Government for a major improvement so as to reduce traffic. The Implication is that this will increase number of vehicles passing through Segerea and hence growth of business.

### **7.9. Large number of People who are Medium and High-Income earners**

Segerea ward and the 4 neighboring wards are endowed with a large population of people who are medium and high-income earners. This population with its big purchasing power is an important marketing potential for a big Shopping Complex.

## **8. Identified weaknesses risks and their mitigation factors**

### **8.1. Structure design risks**

These are risks associated with the design of the buildings failing to meet requirements of the expected tenants. These design risks have been carefully controlled by taking into consideration the requirements of all the expected tenants before commencement of construction.

### **8.2. Slow pace of construction**

This is another type of major risks facing the construction industry in Tanzania. For the case of OSINGO CONSTRUCTION COMPANY LTD due diligence have been taken by advertising for the construction project in which the tender evaluation team was formed by 6 different professionals from within the Company and others from Contractors Registration Board. This tender evaluation team assisted to vet and picked one Contractor whom we hope they will manage to finish the construction project on time. To mitigate the risk of slow or delayed completion of the project the contract has been prepared to include tender penalties, incentives and performance bank guarantees. In the alternative direct labor team from the side of investor is well mobilized to taken lead in case of contractor's non-performance.

### **8.3. Vague payment to project contractors.**

There is a possibility of losing money by making vague payment to Contractors. The risks associated with vague payment will be eliminated by adopting the mode of payments basing on work in progress (measured works) which will be certified by two professional s one the project consultant and two the Managing Director who is an Engineer by profession.

#### **8.4. Risks associated with poor workmanship**

These risks will be eliminated by strict adherence to the quality control procedure of OSINGO COMPANY LTD which explains in details how to supervise any construction project.

Some features of the Quality Control procedure explains that any outsourced construction project should clearly be controlled and supervised in every stage of construction by a Project Manager and Senior Project Engineer who are responsible to oversee and approval the construction stages at site.

#### **8.5. Risks associated with construction using substandard materials,**

These risks will also be controlled or eliminated by strict adherence to the quality control procedure of OSINGO COMPANY LTD which explains in details how to procure, test and use construction materials so as to maintain the industrial standards. All the construction materials are tested at site to ensure that they meet the acceptable standards.

#### **8.6. The risks of Fire or Accidents during construction stage**

These will be mitigated by ensuring that the Contractor has the appropriate insurance cover for fire, accidents to workers and third party. Appropriate measures should be taken to ensure the project site is free from accidents by hoarding the site, staff to use safety gears etc. Fire risks after completion of the building will also be taken care by Insurance.

#### **8.7. Conflicts**

The conflicts if any with the Contractor will be referred to the selected agreed arbitrator.

#### **8.8. The risks of terrorism after completion of the building**

Terrorism risks should not be ruled out, measures will be taken to install maximum security cameras in and outside the building, use of security officers with appropriate knowledge on terrorism, use of bomb detectors will also be employed for all people entering the building.

### **8.9. Risks associated with inability of the Company to repay the loan borrowed**

In unlikely situation there is a possibility that adverse economic conditions may occur and affect the ability of the Company to repay the loan, measures have been taken to reduce the debt burden to the Corporation, these measures include;

- i. Company's policy to finance projects by using not more than 40% of debt and finance the remaining 60% by using equity contribution.
- ii. To undertake the construction in phases, this will allow utilization of the equity fund before utilization of the borrowed funds. The borrowed fund will be applied by installments according to the need.
- iii. To request for grace period during the construction phase both for interest rate and principal repayments during construction period, this is estimated to be one year.

## **9. Marketing strategies**

### **9.1. Branding and Positioning**

Osingo Construction Company Limited places a strong emphasize on its unique value proposition, which comprises several key aspects;

#### **a. Rental Offerings**

The primary income stream for the company will come from renting spaces for Retails shops, Cash points, Supermarket Halls, Bank halls, Cinema Halls and Apartments. Design of the property intends to meet different customer segments' specific needs and preferences. From spacious family homes to budget-friendly options for upscale residences for working professionals and welcoming accommodations for international and local tourists or visitors. Local business people renting space for their retail businesses, office spaces and recreational sites like Cinema Halls.

#### **b. Strategic Location**

The property is located adjacent to Segerea Bus Stand and the upcoming Rapid transit buses station. The building is easily accessible through a mean road and has enough parking lots for visitors and tenants. The Company is dedicated to offer a broad range of rental spaces where tenants can enjoy different amenities and services while choosing the lifestyle that best suits their preference and requirements.

## **9.2. Target Market**

OSINGO CONSTRUCTION COMPANY LTD will classify the expected tenants of the proposed SEGEREA Commercial Complex into three different groups; this classification will assist in application of different tariff and other marketing strategies. The groups are indicated below;

- Corporate Tenants these are all the corporate tenants such as Banks, Supermarkets, Mobile phone shops and wholesale shops who leased above 30 square meters of space.
- Normal Business tenants, all tenants who are leasing less than 30 square meters of space.
- Special Tenants, these are all those tenants who provide essential services/goods to the public, example Hospital facility and or Education facility

The company is maintaining a good a list of potential tenants for Retail Shops/Cash points who are willing and able to rent a space. The target market is traders and business people around Segerea and near areas i.e. Kinyerezi, Tabata, Kimanga. For Cinema Halls and Bank Halls we are engaging potential tenants to pursue the opportunity.

For Apartments, the targeting families with children – single family households or dual income households. The target tenant is young, under the age of 35 and is likely to have some additional financial obligations, i.e. student loan debt which they need to pay off prior to considering home ownership. Many of the new workforce in Dar -es Salaam fit the target profile for our Apartments and will to pursue this target group as tenants. The target rent is at the average of TZS 800K par Apartment.

## **9.3. Promotion Strategy**

The Company anticipates its primary target audience to consist of local business people, institutions, working population and local families residing primarily in Segerea. To effectively engage with potential clients, the company has developed a comprehensive promotion strategy which encompasses the following.

### **i. Referrals**

The same premises where the project is ongoing there several tenants who has explicitly declared their intentions to continue retaining their businesses in the proposed new building and several others from the neighbourhood who are interested. However, anyone who bring a referral there is a 10% commission that will be paid to them. The company is willing to implement referral commission based to promote rental spaces are fully occupied all the time. The idea is to approach the market in a cost-effective way and to attract higher tenants' retention rate within the market.

## ii. Other Promotion Strategies

The Company plans on using a variety of selling techniques that will allow the business easily focus on potential tenants within the targeted audience. These techniques consist of traditional print advertisements and advertisements placed on the internet. The first-time customers will use also internet to conduct their initial searches and this is very important for people looking for information for rentals spaces around the vicinity while also capitalizing on different social media outlets.

Billboard posters advertisement will be placed in different places in all the wards surrounding the SEGEREA Complex so as to tease and prepare people to get ready to use this facility. Analysis of the population of wards surrounding the project area is indicated in table 2 below;

S/N	Ward	Distance to the project area	Total Population	Total buildings	Residential & Commercial
1	Ukonga	7 km	84,184	10,867	1,246
2	Tabata	5 km	59,555	7,362	805
3	Segerea	0-3 km	44,831	6,612	525
4	Kimanga	10 km	50,340	6,871	794
5	Kinyerezi	5 km	62,480	12,152	725
	<b>Totals</b>		<b>301,390</b>	<b>43,864</b>	<b>4,095</b>

**Source:** 2022 Tanzania Population & Building Census by National Bureau of Statistics. It is also estimated that more than 60% of this population is less than 64 years; this has a strong marketing implication which implies that there is active population which will form a large group of consumers for different kinds of goods and services.

## iii. Pricing

The company will adopt Competition Based Pricing – in which prices are based on the market. The company’s thorough due diligence process assures that they never price their rental spaces highest or the lowest but relevant to the value the tenant expected to enjoy. The pricing will range from **TZS 10,000/= to TZS 20,000/=** per square metre. The company is dedicated to offering a variety of flexible payment alternatives tailored to accommodate diverse customer preference. The following list provides a comprehensive overview of these payment options, which can be customized as follows;

- i. Semi-annual payment plan – tenants will be allowed to make a pre-payment for six months rents in advance of their rental contract and to be renewed after expiry.
- ii. Annual payment plan – paid in advance and contract to be renewed annually.
- iii. Pay-as-you-go payment plan– this will allow tenants who are visitors in the vicinity looking for apartments to enjoy the facility at affordable price.

## **10. Estimated costs of the project**

Construction of SEGEREA Commercial Complex is estimated to be **TZS. 72 billion, which will be constructed in phases, starting with phase one** which will be financed by total equity 60% and debt 40%. It should be noted that each phase is complete in itself and independent from the others.

## **11. Loan Received**

OSINGO CONSTRUCTION COMPANY LTD received a loan to the tune of TZS 5.0 billion from CRDB. The money which is 40% of the total phase 1 project costs will be used to partly finance the construction of the SEGEREA Commercial Complex. The loan will be paid back within a period of ten (10) years. The remaining 60% of the costs will be contributed by OSINGO Company as equity contribution.

## **12. Collateral of the Loan**

The loan being applied is proposed to be secured by a legal mortgage where the building Structured is erected in an area of **6,690 SQMs** in **Plot No: 212** with a **Title Deed No. 47596 Block 'S'** and **L.O No. 167263**, located at Segerea, Ilala Municipality in Dar es Salaam region. The valuation report indicates the land area where the building will be erected has market values of **TZS 1,338 million** and the expected building will have a market value of **TZS 72 billion** upon completion.

### **13. Important Assumptions on the preparation of our Projection:**

#### **Revenue Assumptions:**

Revenue will increase by 20% in year 2025 and 2026 only income corrected in normal sales of business, from 2027 up 2035 will increased by 10% all income received from building and normal income from business

#### **Expenses Assumptions:**

All expenses are increased by 5% from 2026 up to 2035 except depreciation.

#### **Depreciation:**

The company will adopt the straight-line method to depreciate building only and used reducing balance for remained assets.

#### **Net Present Value (NPV)**

The project indicates that will have a positive net present value within the tenure of ten (10) years.

#### **Internal Rate of Return (IRR)**

The project internal rate of return is over the cost of debt of 15%.

#### **Payback period**

The length of time it takes to recover the cost of an investment or the length of time an investor needs to reach a breakeven point. It takes nine (9) years to recover the cost of phase one.

**OSINGO CONSTRUCTION COMPANY LIMITED**

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME  
FOR THE PERIOD ENDED 31 DECEMBER 2035**

		<u>2035</u>	<u>2034</u>	<u>2033</u>	<u>2032</u>
	Notes	TZS	TZS	TZS	TZS
Contract income	5	9,640,062,130	8,731,874,664	7,956,249,694	7,214,772,449
Contract cost		<u>(1,042,154,909)</u>	<u>(1,028,242,771)</u>	<u>(1,060,231,210)</u>	<u>(1,047,839,248)</u>
<b>Gross profit</b>		<b>8,597,907,221</b>	<b>7,703,631,893</b>	<b>6,896,018,484</b>	<b>6,166,933,202</b>
Administrative expenses	7	(151,544,458)	(144,328,055)	(137,455,291)	(130,909,801)
Finance Cost (Bank charges)	8	(7,878,105)	(7,502,958)	(7,145,674)	(6,805,404)
Employment Costs	9	(47,771,790)	(45,496,943)	(43,330,421)	(41,267,068)
Depreciation Expenses	17	<u>(1,376,817,961)</u>	<u>(1,377,139,261)</u>	<u>(1,377,528,701)</u>	<u>(1,378,009,180)</u>
<b>Total expenses</b>		<b>(1,584,012,314)</b>	<b>(1,574,467,216)</b>	<b>(1,565,460,087)</b>	<b>(1,556,991,453)</b>
<b>Operating profit/(loss) before Interest &amp;Tax</b>		<b>7,013,894,907</b>	<b>6,129,164,677</b>	<b>5,330,558,397</b>	<b>4,609,941,749</b>
Interest Expenses	8	<u>(74,269,582)</u>	<u>(198,044,908)</u>	<u>(304,678,415)</u>	<u>(396,544,099)</u>
<b>Operating profit/(loss) before Tax</b>		<b>6,939,625,325</b>	<b>5,931,119,769</b>	<b>5,025,879,981</b>	<b>4,213,397,650</b>
Corporate Tax	10	<u>(2,081,887,597)</u>	<u>(1,779,335,931)</u>	<u>(1,507,763,994)</u>	<u>(1,264,019,295)</u>
<b>Profit for the year</b>		<b>4,857,737,727</b>	<b>4,151,783,838</b>	<b>3,518,115,987</b>	<b>2,949,378,355</b>
Other comprehensive income		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total comprehensive income</b>		<b><u>4,857,737,727</u></b>	<b><u>4,151,783,838</u></b>	<b><u>3,518,115,987</u></b>	<b><u>2,949,378,355</u></b>

**OSINGO CONSTRUCTION COMPANY LIMITED**

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME  
FOR THE PERIOD ENDED 31 DECEMBER 2035**

		<u>2031</u>	<u>2030</u>	<u>2029</u>	<u>2028</u>
	Notes	TZS	TZS	TZS	TZS
Contract income	5	6,549,793,136	5,966,157,396	5,322,143,087	4,917,402,807
Contract cost		<u>(1,040,799,284)</u>	<u>(1,050,656,461)</u>	<u>(941,768,058)</u>	<u>(1,019,302,912)</u>
<b>Gross profit</b>		<b>5,508,993,852</b>	<b>4,915,500,936</b>	<b>4,380,375,030</b>	<b>3,898,099,895</b>
Administrative expenses	7	(124,676,001)	(118,739,048)	(113,084,808)	(107,699,817)
Finance Cost (Bank charges)	8	(6,481,337)	(6,172,702)	(5,878,764)	(5,598,822)
Employment Costs	9	(39,301,970)	(37,430,447)	(35,648,045)	(33,950,519)
Depreciation Expenses	17	<u>(1,378,614,704)</u>	<u>(1,379,396,657)</u>	<u>(1,380,433,769)</u>	<u>(1,381,847,990)</u>
<b>Total expenses</b>		<b>(1,549,074,011)</b>	<b>(1,541,738,855)</b>	<b>(1,535,045,386)</b>	<b>(1,529,097,149)</b>
<b>Operating profit/(loss) before Interest &amp;Tax</b>		<b>3,959,919,841</b>	<b>3,373,762,081</b>	<b>2,845,329,644</b>	<b>2,369,002,746</b>
Interest Expenses	8	<u>(475,687,176)</u>	<u>(543,869,617)</u>	<u>(602,609,377)</u>	<u>(653,214,185)</u>
<b>Operating profit/(loss) before Tax</b>		<b>3,484,232,665</b>	<b>2,829,892,464</b>	<b>2,242,720,267</b>	<b>1,715,788,561</b>
Corporate Tax	10	<u>(1,045,269,799)</u>	<u>(848,967,739)</u>	<u>(672,816,080)</u>	<u>(514,736,568)</u>
<b>Profit for the year</b>		<b>2,438,962,865</b>	<b>1,980,924,725</b>	<b>1,569,904,187</b>	<b>1,201,051,993</b>
Other comprehensive income		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total comprehensive income</b>		<b><u>2,438,962,865</u></b>	<b><u>1,980,924,725</u></b>	<b><u>1,569,904,187</u></b>	<b><u>1,201,051,993</u></b>

**OSINGO CONSTRUCTION COMPANY LIMITED**

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME  
FOR THE PERIOD ENDED 31 DECEMBER 2025**

		<u>2027</u>	<u>2026</u>	<u>2025</u>
	Notes	TZS	TZS	TZS
Contract income	5	4,564,911,643	2,606,120,584	2,210,100,487
Contract cost		<u>(1,101,240,869)</u>	<u>(973,415,697)</u>	<u>(1,076,178,312)</u>
<b>Gross profit</b>		<b>3,463,670,774</b>	<b>1,632,704,887</b>	<b>1,133,922,175</b>
Administrative expenses	7	(102,571,254)	(97,686,909)	(93,035,151)
Finance Cost (Bank charges)	8	(5,332,212)	(5,078,297)	(4,836,473)
Employment Costs	9	(32,333,828)	(30,794,122)	(29,327,735)
Depreciation Expenses	17	<u>(1,383,829,799)</u>	<u>(30,943,915)</u>	<u>(35,132,519)</u>
<b>Total expenses</b>		<b>(1,524,067,093)</b>	<b>(164,503,242)</b>	<b>(162,331,878)</b>
<b>Operating profit/(loss) before Interest &amp;Tax</b>		<b>1,939,603,681</b>	<b>1,468,201,645</b>	<b>971,590,297</b>
Interest Expenses	8	<u>(696,810,662)</u>	<u>(734,369,402)</u>	<u>-</u>
<b>Operating profit/(loss) before Tax</b>		<b>1,242,793,019</b>	<b>733,832,243</b>	<b>971,590,297</b>
Corporate Tax	10	<u>(372,837,906)</u>	<u>(220,149,673)</u>	<u>(291,477,089)</u>
<b>Profit for the year</b>		<b>869,955,113</b>	<b>513,682,570</b>	<b>680,113,208</b>
Other comprehensive income		<u>-</u>	<u>-</u>	<u>-</u>
<b>Total comprehensive income</b>		<b><u>869,955,113</u></b>	<b><u>513,682,570</u></b>	<b><u>680,113,208</u></b>

Name: **SALUTARI JOHN MEJA**

Signature: \_\_\_\_\_

Title: **DIRECTOR**

Date **17<sup>th</sup> July 2025**

**OSINGO CONSTRUCTION COMPANY LIMITED**

**STATEMENT OF FINANCIAL POSITION  
AS AT 31 DECEMBER 2035**

	Notes	<u>2035</u> TZS	<u>2034</u> TZS	<u>2033</u> TZS	<u>2032</u> TZS	<u>2031</u> TZS
<b><u>Assets</u></b>						
Property, Plant & Equipment	17	39,358,174,368	37,499,471,624	35,643,300,559	33,997,724,623	32,702,267,672
<b>Current assets</b>						
Cash and cash equivalents	11	8,780,617,563	6,952,695,832	5,590,301,937	4,584,518,116	3,699,031,610
Receivables & Prepayments	12	1,496,824,760	1,241,599,896	1,030,297,624	855,531,553	711,149,501
Stock	13	682,231,817	649,744,588	618,804,369	589,337,495	561,273,804
		<b>10,959,674,140</b>	<b>8,844,040,315</b>	<b>7,239,403,930</b>	<b>6,029,387,164</b>	<b>4,971,454,915</b>
<b>Total assets</b>		<b><u>50,317,848,508</u></b>	<b><u>46,343,511,939</u></b>	<b><u>42,882,704,489</u></b>	<b><u>40,027,111,787</u></b>	<b><u>37,673,722,587</u></b>
<b><u>Equity and liabilities</u></b>						
<b>Equity</b>						
Capital	15	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
Advance towards Share capital		20,040,235,436	20,040,235,436	20,040,235,436	20,040,235,436	20,040,235,436
Retained earnings		29,982,191,436	25,124,453,709	20,972,669,870	17,454,553,883	14,505,175,529
		<b>50,072,426,872</b>	<b>45,214,689,145</b>	<b>41,062,905,307</b>	<b>37,544,789,320</b>	<b>34,595,410,965</b>
<b>Liabilities</b>						
<b>Non-Current Liabilities</b>						
Loan	16	-	995,895	893,740,160	1,663,704,995	2,327,036,322
<b>Current Liabilities</b>						
Tax payable	10	81,887,597	79,335,931	7,763,994	14,019,295	45,269,799
Trade and Other Payables	14	163,534,038	155,746,703	148,330,193	141,266,851	134,539,858
Loan	16	-	892,744,265	769,964,835	663,331,327	571,465,643
		<b>245,421,636</b>	<b>1,127,826,899</b>	<b>926,059,022</b>	<b>818,617,473</b>	<b>751,275,301</b>
<b>Total Liabilities</b>		<b><u>245,421,636</u></b>	<b><u>1,128,822,794</u></b>	<b><u>1,819,799,183</u></b>	<b><u>2,482,322,467</u></b>	<b><u>3,078,311,622</u></b>
<b>Total equity and liabilities</b>		<b><u>50,317,848,508</u></b>	<b><u>46,343,511,939</u></b>	<b><u>42,882,704,489</u></b>	<b><u>40,027,111,787</u></b>	<b><u>37,673,722,587</u></b>

**OSINGO CONSTRUCTION COMPANY LIMITED**

**STATEMENT OF FINANCIAL POSITION  
AS AT 31 DECEMBER 2035**

	Notes	<u>2030</u> TZS	<u>2029</u> TZS	<u>2028</u> TZS	<u>2027</u> TZS
<b><u>Assets</u></b>					
Property, Plant & Equipment	17	31,627,900,147	30,679,140,396	30,315,976,315	29,812,359,076
<b>Current assets</b>					
Tax receivables	10	-	27,982,684	798,764	15,535,333
Cash and cash equivalents	11	2,946,361,902	2,403,204,490	1,696,827,475	1,312,376,918
Receivables & Prepayments	12	587,582,355	493,100,192	403,752,828	374,705,980
Stock	13	534,546,480	509,091,886	484,849,415	461,761,348
		<b>4,068,490,737</b>	<b>3,433,379,253</b>	<b>2,586,228,483</b>	<b>2,164,379,579</b>
<b>Total assets</b>		<b><u>35,696,390,884</u></b>	<b><u>34,112,519,649</u></b>	<b><u>32,902,204,798</u></b>	<b><u>31,976,738,655</u></b>
<b><u>Equity and liabilities</u></b>					
<b>Equity</b>					
Capital	15	50,000,000	50,000,000	50,000,000	50,000,000
Advance towards Share capital		20,040,235,436	20,040,235,436	20,040,235,436	20,006,560,042
Retained earnings		12,066,212,663	10,085,287,939	8,515,383,752	7,314,331,759
		<b>32,156,448,100</b>	<b>30,175,523,375</b>	<b>28,605,619,188</b>	<b>27,370,891,801</b>
<b>Liabilities</b>					
<b>Non-Current Liabilities</b>					
Loan	16	2,898,501,965	3,390,824,531	3,814,964,657	4,180,365,022
<b>Current Liabilities</b>					
Tax payable	10	20,985,055	-	-	-
Trade and Other Payables	14	128,133,198	122,031,617	116,220,588	110,686,274
Loan	16	492,322,566	424,140,125	365,400,366	314,795,558
		<b>641,440,819</b>	<b>546,171,742</b>	<b>481,620,953</b>	<b>425,481,832</b>
<b>Total Liabilities</b>		<b><u>3,539,942,784</u></b>	<b><u>3,936,996,274</u></b>	<b><u>4,296,585,610</u></b>	<b><u>4,605,846,854</u></b>
<b>Total equity and liabilities</b>		<b><u>35,696,390,884</u></b>	<b><u>34,112,519,649</u></b>	<b><u>32,902,204,798</u></b>	<b><u>31,976,738,655</u></b>

**OSINGO CONSTRUCTION COMPANY LIMITED**

**STATEMENT OF FINANCIAL POSITION  
AS AT 31 DECEMBER 2035**

	Notes	<u>2026</u> TZS	<u>2025</u> TZS
<b><u>Assets</u></b>			
Property, Plant & Equipment	17	28,661,756,221	20,158,235,672
<b>Current assets</b>			
Tax receivables	10	88,373,238	8,522,911
Cash and cash equivalents	11	981,859,719	424,991,637
Receivables & Prepayments	12	308,800,891	257,750,743
Stock	13	439,772,712	418,831,155
		<u>1,818,806,561</u>	<u>1,110,096,445</u>
<b>Total assets</b>		<u><b>30,480,562,781</b></u>	<u><b>21,268,332,117</b></u>
<b><u>Equity and liabilities</u></b>			
<b>Equity</b>			
Capital	15	50,000,000	50,000,000
Advance towards Share capital		19,114,410,976	10,187,242,327
Retained earnings		6,444,376,646	5,930,694,076
		<u>25,608,787,622</u>	<u>16,167,936,403</u>
<b>Liabilities</b>			
<b>Non-Current Liabilities</b>			
Loan	16	4,495,160,580	5,000,000,000
<b>Current Liabilities</b>			
Trade and Other Payables	14	105,415,499	100,395,713
Loan	16	271,199,080	-
		<u>376,614,579</u>	<u>100,395,713</u>
<b>Total Liabilities</b>		<u>4,871,775,159</u>	<u>5,100,395,713</u>
<b>Total equity and liabilities</b>		<u><b>30,480,562,781</b></u>	<u><b>21,268,332,117</b></u>

Name: **SALUTARI JOHN MEJA**

Signature: \_\_\_\_\_

Title: **DIRECTOR**

Date **17<sup>th</sup> July 2025**

**OSINGO CONSTRUCTION COMPANY  
LIMITED**

**STATEMENT OF CHANGES IN EQUITY  
FOR THE PERIOD ENDED 31 DECEMBER 2035**

	Issued Share Capital	Advance towards Share capital	Accumulated Profit	Total Equity
	TZS		TZS	TZS
<b>2035</b>				
As at 1st January	50,000,000	20,040,235,436	25,124,453,709	45,214,689,145
Profit/(Loss) for the year	-		4,857,737,727	4,857,737,727
<b>At 31 December 2035</b>	<b>50,000,000</b>	<b>20,040,235,436</b>	<b>29,982,191,436</b>	<b>50,072,426,872</b>
<b>2034</b>				
As at 1st January	50,000,000	20,040,235,436	20,972,669,870	41,062,905,307
Profit/(Loss) for the year	-		4,151,783,838	4,151,783,838
<b>At 31 December 2034</b>	<b>50,000,000</b>	<b>20,040,235,436</b>	<b>25,124,453,709</b>	<b>45,214,689,145</b>
<b>2033</b>				
As at 1st January	50,000,000	20,040,235,436	17,454,553,883	37,544,789,320
Profit/(Loss) for the year	-		3,518,115,987	3,518,115,987
<b>At 31 December 2033</b>	<b>50,000,000</b>	<b>20,040,235,436</b>	<b>20,972,669,870</b>	<b>41,062,905,307</b>
<b>2032</b>				
As at 1st January	50,000,000	20,040,235,436	14,505,175,529	34,595,410,965
Profit/(Loss) for the year	-		2,949,378,355	2,949,378,355
<b>At 31 December 2032</b>	<b>50,000,000</b>	<b>20,040,235,436</b>	<b>17,454,553,883</b>	<b>37,544,789,320</b>
<b>2031</b>				
As at 1st January	50,000,000	20,040,235,436	12,066,212,663	32,156,448,100
Profit/(Loss) for the year	-		2,438,962,865	2,438,962,865
<b>At 31 December 2031</b>	<b>50,000,000</b>	<b>20,040,235,436</b>	<b>14,505,175,529</b>	<b>34,595,410,965</b>
<b>2030</b>				
As at 1st January	50,000,000	20,040,235,436	10,085,287,939	30,175,523,375
Profit/(Loss) for the year	-		1,980,924,725	1,980,924,725
<b>At 31 December 2030</b>	<b>50,000,000</b>	<b>20,040,235,436</b>	<b>12,066,212,663</b>	<b>32,156,448,100</b>
<b>2029</b>				
As at 1st January	50,000,000	20,040,235,436	8,515,383,752	28,605,619,188
Additional Profit/(Loss) for the year	-		1,569,904,187	1,569,904,187
<b>At 31 December 2029</b>	<b>50,000,000</b>	<b>20,040,235,436</b>	<b>10,085,287,939</b>	<b>30,175,523,375</b>
<b>2028</b>				
As at 1st January	50,000,000	20,006,560,042	7,314,331,759	27,370,891,801
Addition		33,675,394		
Profit/(Loss) for the year	-		1,201,051,993	1,201,051,993
<b>At 31 December 2028</b>	<b>50,000,000</b>	<b>20,040,235,436</b>	<b>8,515,383,752</b>	<b>28,571,943,793</b>

**2027**

As at 1st January	50,000,000	19,114,410,976	6,444,376,646	25,608,787,622
Addition		892,149,065		
Profit/(Loss) for the year	-		869,955,113	869,955,113
<b>At 31 December 2027</b>	<b><u>50,000,000</u></b>	<b><u>20,006,560,042</u></b>	<b><u>7,314,331,759</u></b>	<b><u>26,478,742,735</u></b>

**2026**

As at 1st January	50,000,000	10,187,242,327	5,930,694,076	16,167,936,403
Addition		8,927,168,649		
Profit/(Loss) for the year	-		513,682,570	513,682,570
<b>At 31 December 2026</b>	<b><u>50,000,000</u></b>	<b><u>19,114,410,976</u></b>	<b><u>6,444,376,646</u></b>	<b><u>16,681,618,973</u></b>

**2025**

As at 1st January	50,000,000	6,694,562,443	5,250,580,868	11,995,143,312
Addition		3,492,679,884		
Profit/(Loss) for the year	-		680,113,208	680,113,208
<b>At 31 December 2025</b>	<b><u>50,000,000</u></b>	<b><u>10,187,242,327</u></b>	<b><u>5,930,694,076</u></b>	<b><u>12,675,256,519</u></b>

**OSINGO CONSTRUCTION COMPANY LIMITED**

**STATEMENT OF CASH FLOWS  
FOR THE PERIOD ENDED 31 DECEMBER 2035**

	Notes	<u>2035</u> TZS	<u>2034</u> TZS	<u>2033</u> TZS	<u>2032</u> TZS
<b>Operating activities</b>					
Profit before tax	IS	7,013,894,907	6,129,164,677	5,330,558,397	4,609,941,749
<b>Adjustment for non-cash items</b>					
Depreciation of property and equipment	17	1,376,817,961	1,377,139,261	1,377,528,701	1,378,009,180
<b>Operating profit before working capital changes</b>		<b>8,390,712,868</b>	<b>7,506,303,938</b>	<b>6,708,087,098</b>	<b>5,987,950,929</b>
<b>Changes in working capital</b>					
Decrease/(increase) in trade and other receivables	12	(255,224,864)	(211,302,272)	(174,766,070)	(144,382,052)
Decrease/(increase) in stock	13	(32,487,229)	(30,940,218)	(29,466,875)	(28,063,690)
(Decrease)/increase in payable	14	7,787,335	7,416,510	7,063,343	6,726,993
		<b>(279,924,758)</b>	<b>(234,825,981)</b>	<b>(197,169,602)</b>	<b>(165,718,749)</b>
Interest paid	8	(74,269,582)	(198,044,908)	(304,678,415)	(396,544,099)
Tax paid during the year	10	(2,079,335,931)	(1,707,763,994)	(1,514,019,295)	(1,295,269,799)
<b>Net cash flows used in operating activities</b>		<b>5,957,182,597</b>	<b>5,365,669,054</b>	<b>4,692,219,785</b>	<b>4,130,418,281</b>
<b>Investing activities</b>					
Purchase of property and equipment	17	(3,235,520,705)	(3,233,310,325)	(3,023,104,638)	(2,673,466,131)
<b>Net cash flows used in investing activities</b>		<b>(3,235,520,705)</b>	<b>(3,233,310,325)</b>	<b>(3,023,104,638)</b>	<b>(2,673,466,131)</b>
<b>Financing activities</b>					
Loan paid during the year		(893,740,160)	(769,964,835)	(663,331,327)	(571,465,643)
<b>Net cash from financing activities</b>		<b>(893,740,160)</b>	<b>(769,964,835)</b>	<b>(663,331,327)</b>	<b>(571,465,643)</b>
<b>Net cash and cash equivalents</b>		<b>1,827,921,731</b>	<b>1,362,393,895</b>	<b>1,005,783,821</b>	<b>885,486,506</b>
<b>Cash and cash equivalents</b>					
At the beginning of the year	11	6,952,695,832	5,590,301,937	4,584,518,116	3,699,031,610
At the end of the year	11	<b>8,780,617,563</b>	<b>6,952,695,832</b>	<b>5,590,301,937</b>	<b>4,584,518,116</b>

**OSINGO CONSTRUCTION COMPANY LIMITED**

**STATEMENT OF CASH FLOWS  
FOR THE PERIOD ENDED 31 DECEMBER 2035**

	Notes	<u>2031</u> TZS	<u>2030</u> TZS	<u>2029</u> TZS	<u>2028</u> TZS
<b>Operating activities</b>					
Profit before tax	IS	3,959,919,841	3,373,762,081	2,845,329,644	2,369,002,746
<b>Adjustment for non-cash items</b>					
Depreciation of property and equipment	17	<u>1,378,614,704</u>	<u>1,379,396,657</u>	<u>1,380,433,769</u>	<u>1,381,847,990</u>
<b>Operating profit before working capital changes</b>		<b>5,338,534,545</b>	<b>4,753,158,738</b>	<b>4,225,763,413</b>	<b>3,750,850,736</b>
<b>Changes in working capital</b>					
Decrease/(increase) in trade and other receivables	12	(123,567,146)	(94,482,163)	(89,347,364)	(29,046,848)
Decrease/(increase) in stock	13	(26,727,324)	(25,454,594)	(24,242,471)	(23,088,067)
(Decrease)/increase in payabe	14	<u>6,406,660</u>	<u>6,101,581</u>	<u>5,811,029</u>	<u>5,534,314</u>
		<b>(143,887,810)</b>	<b>(113,835,177)</b>	<b>(107,778,805)</b>	<b>(46,600,602)</b>
Interest paid	8	(475,687,176)	(543,869,617)	(602,609,377)	(653,214,185)
Tax paid during the year	10	<u>(1,020,985,055)</u>	<u>(800,000,000)</u>	<u>(700,000,000)</u>	<u>(500,000,000)</u>
<b>Net cash flows used in operating activities</b>		<b>3,697,974,504</b>	<b>3,295,453,944</b>	<b>2,815,375,231</b>	<b>2,551,035,950</b>
<b>Investing activities</b>					
Purchase of property and equipment	17	<u>(2,452,982,229)</u>	<u>(2,328,156,408)</u>	<u>(1,743,597,850)</u>	<u>(1,885,465,230)</u>
<b>Net cash flows used in investing activities</b>		<b>(2,452,982,229)</b>	<b>(2,328,156,408)</b>	<b>(1,743,597,850)</b>	<b>(1,885,465,230)</b>
<b>Financing activities</b>					
Advanced share capital		-	-	-	33,675,394
Loan paid during the year		<u>(492,322,566)</u>	<u>(424,140,125)</u>	<u>(365,400,366)</u>	<u>(314,795,558)</u>
<b>Net cash from financing activities</b>		<b>(492,322,566)</b>	<b>(424,140,125)</b>	<b>(365,400,366)</b>	<b>(281,120,163)</b>
<b>Net cash and cash equivalents</b>		<b>752,669,708</b>	<b>543,157,411</b>	<b>706,377,016</b>	<b>384,450,557</b>
<b>Cash and cash equivalents</b>					
At the beginning of the year	11	<u>2,946,361,902</u>	<u>2,403,204,490</u>	<u>1,696,827,475</u>	<u>1,312,376,918</u>
At the end of the year	11	<b><u>3,699,031,610</u></b>	<b><u>2,946,361,902</u></b>	<b><u>2,403,204,490</u></b>	<b><u>1,696,827,475</u></b>

**OSINGO CONSTRUCTION COMPANY LIMITED**

**STATEMENT OF CASH FLOWS  
FOR THE PERIOD ENDED 31 DECEMBER 2035**

	Notes	<u>2027</u> TZS	<u>2026</u> TZS	<u>2025</u> TZS
<b>Operating activities</b>				
Profit before tax	IS	1,939,603,681	1,468,201,645	971,590,297
<b>Adjustment for non-cash items</b>				
Depreciation of property and equipment	17	1,383,829,799	30,943,915	35,132,519
<b>Operating profit before working capital changes</b>		<b>3,323,433,480</b>	<b>1,499,145,560</b>	<b>1,006,722,815</b>
<b>Changes in working capital</b>				
Decrease/(increase) in trade and other receivables	12	(65,905,089)	(51,050,149)	(74,186,582)
Decrease/(increase) in stock	13	(21,988,636)	(20,941,558)	(19,944,341)
(Decrease)/increase in payabe	14	5,270,775	5,019,786	49,541,058
		<b>(82,622,950)</b>	<b>(66,971,921)</b>	<b>(44,589,865)</b>
Interest paid	8	(696,810,662)	(734,369,402)	-
Tax paid during the year	10	(300,000,000)	(300,000,000)	(309,960,010)
<b>Net cash flows used in operating activities</b>		<b>2,243,999,868</b>	<b>397,804,237</b>	<b>652,172,940</b>
<b>Investing activities</b>				
Purchase of property and equipment	17	(2,534,432,654)	(8,534,464,463)	(8,846,961,729)
<b>Net cash flows used in investing activities</b>		<b>(2,534,432,654)</b>	<b>(8,534,464,463)</b>	<b>(8,846,961,729)</b>
<b>Financing activities</b>				
Advanced share capital		892,149,065	8,927,168,649	3,492,679,884
Loan disbursement		-	-	5,000,000,000
Loan paid during the year		(271,199,080)	(233,640,340)	-
<b>Net cash from financing activities</b>		<b>620,949,985</b>	<b>8,693,528,309</b>	<b>8,492,679,884</b>
<b>Net cash and cash equivalents</b>		<b>330,517,199</b>	<b>556,868,082</b>	<b>297,891,095</b>
<b>Cash and cash equivalents</b>				
At the beginning of the year	11	981,859,719	424,991,637	127,100,542
At the end of the year	11	<b>1,312,376,918</b>	<b>981,859,719</b>	<b>424,991,637</b>

**OSINGO CONSTRUCTION COMPANY LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (Continued)  
FOR THE PERIOD ENDED 31 DECEMBER 2035**

	<u>2035</u>	<u>2034</u>	<u>2033</u>	<u>2032</u>	<u>2031</u>
	<u>TZS</u>	<u>TZS</u>	<u>TZS</u>	<u>TZS</u>	<u>TZS</u>
<b>5 REVENUE</b>					
Contract income	5,740,490,382	5,186,809,439	4,733,463,126	4,284,966,478	3,886,333,162
Shops & Cash points	2,072,970,420	1,884,518,564	1,713,198,694	1,557,453,359	1,415,866,690
Bank	182,196,474	165,633,159	150,575,599	136,886,908	124,442,644
Supermarket	364,392,949	331,266,317	301,151,198	273,773,816	248,885,287
Cinema Hall	131,059,020	119,144,563	108,313,240	98,466,581	89,515,074
Maintenance cost	1,148,952,884	1,044,502,622	949,547,838	863,225,307	784,750,280
	<b><u>9,640,062,130</u></b>	<b><u>8,731,874,664</u></b>	<b><u>7,956,249,694</u></b>	<b><u>7,214,772,449</u></b>	<b><u>6,549,793,136</u></b>
<b>6 CONTRACT COST</b>					
Opening stock WIP	649,744,588	618,804,369	589,337,495	561,273,804	534,546,480
Add: Purchases	597,208,994	604,484,756	656,652,149	663,478,237	674,741,178
<b>Cost of goods available</b>	<b><u>1,246,953,582</u></b>	<b><u>1,223,289,125</u></b>	<b><u>1,245,989,643</u></b>	<b><u>1,224,752,041</u></b>	<b><u>1,209,287,658</u></b>
Less: Closing stock	(682,231,817)	(649,744,588)	(618,804,369)	(589,337,495)	(561,273,804)
<b>Cost of sales</b>	<b><u>564,721,764</u></b>	<b><u>573,544,537</u></b>	<b><u>627,185,274</u></b>	<b><u>635,414,546</u></b>	<b><u>648,013,854</u></b>
<b>Add: Direct costs</b>					
Maintenance cost	331,916,847	316,111,283	301,058,365	286,722,252	273,068,811
Consultancy fee	-	-	-	-	-
Casual labourers	99,577,394	94,835,613	90,319,631	86,018,697	81,922,568
Site meal and accommodations	45,938,904	43,751,337	41,667,940	39,683,753	37,794,050
<b>Total</b>	<b><u>1,042,154,909</u></b>	<b><u>1,028,242,771</u></b>	<b><u>1,060,231,210</u></b>	<b><u>1,047,839,248</u></b>	<b><u>1,040,799,284</u></b>
<b>7 OPERATING EXPENSES</b>					
Business license	3,860,867	3,677,016	3,501,920	3,335,162	3,176,345
Legal fees	4,553,843	4,336,993	4,130,470	3,933,781	3,746,458
Transportation	4,681,815	4,458,871	4,246,544	4,044,327	3,851,740
Insurance	16,288,946	15,513,282	14,774,554	14,071,004	13,400,956
Stationary	3,573,935	3,403,748	3,241,664	3,087,299	2,940,285
Telephone postage and internet	26,632,456	25,364,244	24,156,423	23,006,117	21,910,587
Water and Electricity	87,002,768	82,859,779	78,914,075	75,156,262	71,577,393
Auditing fee	4,949,829	4,714,123	4,489,641	4,275,848	4,072,237
	<b><u>151,544,458</u></b>	<b><u>144,328,055</u></b>	<b><u>137,455,291</u></b>	<b><u>130,909,801</u></b>	<b><u>124,676,001</u></b>
<b>8 FINANCE COST</b>					
Interest expenses	74,269,582.22	198,044,908	304,678,415	396,544,099	475,687,176
Bank Charges	7,878,105	7,502,958	7,145,674	6,805,404	6,481,337
	<b><u>82,147,688</u></b>	<b><u>205,547,865</u></b>	<b><u>311,824,089</u></b>	<b><u>403,349,503</u></b>	<b><u>482,168,513</u></b>

**9 EMPLOYMENT COSTS**

SDL	1,607,704	1,531,147	1,458,235	1,388,796	1,322,662
WCF	229,672	218,735	208,319	198,399	188,952
Salaries and Wages	45,934,413	43,747,060	41,663,867	39,679,873	37,790,355
	<b>47,771,790</b>	<b>45,496,943</b>	<b>43,330,421</b>	<b>41,267,068</b>	<b>39,301,970</b>

**10 TAXES**

Amounts at the beginning of the year	79,335,931	7,763,994	14,019,295	45,269,799	20,985,055
Tax credit written off	-	-	-	-	-
Tax for the year	2,081,887,597	1,779,335,931	1,507,763,994	1,264,019,295	1,045,269,799
Prior tax paid during the year	(79,335,931)	(7,763,994)	(14,019,295)	(45,269,799)	(20,985,055)
Amount paid during the year	(2,000,000,000)	(1,700,000,000)	(1,500,000,000)	(1,250,000,000)	(1,000,000,000)
	<b>81,887,597</b>	<b>79,335,931</b>	<b>7,763,994</b>	<b>14,019,295</b>	<b>45,269,799</b>

**11 CASH AND CASH EQUIVALENTS**

Cash	35,635,400	31,237,000	30,250,000	42,036,400	36,578,000
Bank	8,744,982,163	6,921,458,832	5,560,051,937	4,542,481,716	3,662,453,610
	<b>8,780,617,563</b>	<b>6,952,695,832</b>	<b>5,590,301,937</b>	<b>4,584,518,116</b>	<b>3,699,031,610</b>

**12 TRADE AND OTHER RECEIVABLES**

Trade receivables	1,496,824,760	1,241,599,896	1,030,297,624	855,531,553	711,149,501
	<b>1,496,824,760</b>	<b>1,241,599,896</b>	<b>1,030,297,624</b>	<b>855,531,553</b>	<b>711,149,501</b>

**13 STOCK**

Closing stock	682,231,817	649,744,588	618,804,369	589,337,495	561,273,804
	<b>682,231,817</b>	<b>649,744,588</b>	<b>618,804,369</b>	<b>589,337,495</b>	<b>561,273,804</b>

**14 PAYABLES AND ACCRUALS**

Trade and other payable	163,534,038	155,746,703	148,330,193	141,266,851	134,539,858
Loan	-	892,744,265	769,964,835	663,331,327	571,465,643
Other payable	-	-	-	-	-
	<b>163,534,038</b>	<b>1,048,490,968</b>	<b>918,295,028</b>	<b>804,598,178</b>	<b>706,005,501</b>

**15 SHARE CAPITAL**

Issued and Full paid Share capital	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
------------------------------------	------------	------------	------------	------------	------------

**16 NON-CURRENT LIABILITIES**

Loan	-	995,895	893,740,160	1,663,704,995	2,327,036,322
	-	<b>995,895</b>	<b>893,740,160</b>	<b>1,663,704,995</b>	<b>2,327,036,322</b>

**OSINGO CONSTRUCTION COMPANY  
LIMITED**

**NOTES TO THE FINANCIAL  
STATEMENTS (Continued)  
FOR THE PERIOD ENDED 31  
DECEMBER 2035**

	<u>2030</u>	<u>2029</u>	<u>2028</u>	<u>2027</u>	<u>2026</u>	<u>2025</u>
	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>
<b>5 REVENUE</b>						
Contract income	3,544,830,147	3,120,936,497	2,916,305,907	2,745,732,643	2,606,120,584	2,210,100,487
Shops & Cash points	1,287,151,536	1,170,137,760	1,063,761,600	967,056,000	-	-
Bank	113,129,676	102,845,160	93,495,600	84,996,000	-	-
Supermarket	226,259,352	205,690,320	186,991,200	169,992,000	-	-
Cinema Hall	81,377,340	73,979,400	67,254,000	61,140,000	-	-
Maintenance cost	713,409,345	648,553,950	589,594,500	535,995,000	-	-
Apartments	-	-	-	-	-	-
	<b><u>5,966,157,396</u></b>	<b><u>5,322,143,087</u></b>	<b><u>4,917,402,807</u></b>	<b><u>4,564,911,643</u></b>	<b><u>2,606,120,584</u></b>	<b><u>2,210,100,487</u></b>
<b>6 CONTRACT COST</b>						
Opening stock WIP	509,091,886	484,849,415	461,761,348	439,772,712	418,831,155	398,886,814
Add: Purchases	702,029,693	609,742,565	703,088,157	800,083,959	900,556,152	1,006,788,269
<b>Cost of goods available</b>	<b><u>1,211,121,579</u></b>	<b><u>1,094,591,980</u></b>	<b><u>1,164,849,505</u></b>	<b><u>1,239,856,671</u></b>	<b><u>1,319,387,306</u></b>	<b><u>1,405,675,083</u></b>
Less: Closing stock	(534,546,480)	(509,091,886)	(484,849,415)	(461,761,348)	(439,772,712)	(418,831,155)
<b>Cost of sales</b>	<b><u>676,575,099</u></b>	<b><u>585,500,094</u></b>	<b><u>680,000,090</u></b>	<b><u>778,095,323</u></b>	<b><u>879,614,594</u></b>	<b><u>986,843,928</u></b>
<b>Add: Direct costs</b>						
maintenances cost	260,065,535	247,681,462	235,887,106	224,654,387	-	-
Consultancy fee	-	-	-	-	-	-
Casual labourers	78,021,493	74,306,184	70,767,794	67,397,900	64,188,476	61,131,882
Site meal and accommodations	35,994,334	34,280,318	32,647,922	31,093,259	29,612,627	28,202,502
<b>Total</b>	<b><u>1,050,656,461</u></b>	<b><u>941,768,058</u></b>	<b><u>1,019,302,912</u></b>	<b><u>1,101,240,869</u></b>	<b><u>973,415,697</u></b>	<b><u>1,076,178,312</u></b>
<b>7 OPERATING EXPENSES</b>						
Business license	3,025,090	2,881,038	2,743,846	2,613,186	2,488,749	2,370,237
Legal fees	3,568,055	3,398,148	3,236,331	3,082,220	2,935,448	2,795,664
Transportation	3,668,324	3,493,642	3,327,278	3,168,836	3,017,939	2,874,228
Insurance	12,762,816	12,155,063	11,576,250	11,025,000	10,500,000	10,000,000
Stationary	2,800,272	2,666,925	2,539,929	2,418,980	2,303,790	2,194,086
Telephone postage and internet	20,867,226	19,873,549	18,927,189	18,025,894	17,167,519	16,350,018
Water and Electricity	68,168,945	64,922,805	61,831,243	58,886,898	56,082,760	53,412,152
Auditing fee	3,878,321	3,693,639	3,517,751	3,350,239	3,190,704	3,038,766
	<b><u>118,739,048</u></b>	<b><u>113,084,808</u></b>	<b><u>107,699,817</u></b>	<b><u>102,571,254</u></b>	<b><u>97,686,909</u></b>	<b><u>93,035,151</u></b>

<b>8</b>	<b>FINANCE COST</b>						
	Interest expenses	543,869,617	602,609,377	653,214,185	696,810,662	734,369,402	-
	Bank Charges	6,172,702	5,878,764	5,598,822	5,332,212	5,078,297	4,836,473
		<b>550,042,319</b>	<b>608,488,140</b>	<b>658,813,007</b>	<b>702,142,874</b>	<b>739,447,699</b>	<b>4,836,473</b>
<b>9</b>	<b>EMPLOYMENT COSTS</b>						
	SDL	1,259,679	1,199,694	1,142,566	1,088,158	1,036,341	986,991
	WCF	179,954	171,385	163,224	155,451	148,049	140,999
	Salaries and Wages	35,990,815	34,276,966	32,644,730	31,090,219	29,609,732	28,199,745
		<b>37,430,447</b>	<b>35,648,045</b>	<b>33,950,519</b>	<b>32,333,828</b>	<b>30,794,122</b>	<b>29,327,735</b>
<b>10</b>	<b>TAXES</b>						
	Amounts at the beginning of the year	(27,982,684)	(798,764)	(15,535,333)	(88,373,238)	(8,522,911)	9,960,010
	Tax credit written off	-	-	-	-	-	-
	Tax for the year	848,967,739	672,816,080	514,736,568	372,837,906	220,149,673	291,477,089
	Prior tax paid during the year	-	-	-	-	-	(9,960,010)
	Amount paid during the year	(800,000,000)	(700,000,000)	(500,000,000)	(300,000,000)	(300,000,000)	(300,000,000)
		<b>20,985,055</b>	<b>(27,982,684)</b>	<b>(798,764)</b>	<b>(15,535,333)</b>	<b>(88,373,238)</b>	<b>(8,522,911)</b>
<b>11</b>	<b>CASH AND CASH EQUIVALENTS</b>						
	Cash	29,754,000	30,282,300	33,647,000	40,532,700	22,814,370	25,349,300
	Bank	2,916,607,902	2,372,922,190	1,663,180,475	1,271,844,218	959,045,349	399,642,337
		<b>2,946,361,902</b>	<b>2,403,204,490</b>	<b>1,696,827,475</b>	<b>1,312,376,918</b>	<b>981,859,719</b>	<b>424,991,637</b>
<b>12</b>	<b>TRADE AND OTHER RECEIVABLES</b>						
	Trade receivables	587,582,355	493,100,192	403,752,828	374,705,980	308,800,891	257,750,743
		<b>587,582,355</b>	<b>493,100,192</b>	<b>403,752,828</b>	<b>374,705,980</b>	<b>308,800,891</b>	<b>257,750,743</b>
<b>13</b>	<b>STOCK</b>						
	Closing stock	534,546,480	509,091,886	484,849,415	461,761,348	439,772,712	418,831,155
		<b>534,546,480</b>	<b>509,091,886</b>	<b>484,849,415</b>	<b>461,761,348</b>	<b>439,772,712</b>	<b>418,831,155</b>
<b>14</b>	<b>PAYABLES AND ACCRUALS</b>						
	Trade and other payable	128,133,198	122,031,617	116,220,588	110,686,274	105,415,499	100,395,713
	Loan	492,322,566	424,140,125	365,400,366	314,795,558	271,199,080	-
	Other payable	-	-	-	-	-	-
		<b>620,455,764</b>	<b>546,171,742</b>	<b>481,620,953</b>	<b>425,481,832</b>	<b>376,614,579</b>	<b>100,395,713</b>
<b>15</b>	<b>SHARE CAPITAL</b>						
	Issued and Full paid Share capital	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
<b>16</b>	<b>NON-CURRENT LIABILITIES</b>						
	Loan	2,898,501,965	3,390,824,531	3,814,964,657	4,180,365,022	4,495,160,580	5,000,000,000
		<b>2,898,501,965</b>	<b>3,390,824,531</b>	<b>3,814,964,657</b>	<b>4,180,365,022</b>	<b>4,495,160,580</b>	<b>5,000,000,000</b>

**OSINGO CONSTRUCTION COMPANY  
LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (Continued)  
FOR THE YEAR ENDED 31 DECEMBER  
2035**

**17 PROPERTY AND  
EQUIPMENT**

	<b>MOTOR VEHICLE</b>	<b>COMPUTER &amp; ACCESSORY</b>	<b>FURNITURE &amp; FITTINGS</b>	<b>BUILDINGS</b>	<b>LAND</b>	<b>WORKING IN PROGRESS ON BUILDING</b>	<b>Total</b>
	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZs</b>
<b>2035</b>							
<b>Cost/Valuation</b>							
As at 1st January 2035	32,000,000	24,543,984	58,436,373	27,496,693,607	1,338,000,000	19,874,515,466	48,824,189,430
Additions	-	-	-	-	-	3,235,520,705	3,235,520,705
<b>At 31 December 2035</b>	<b>32,000,000</b>	<b>24,543,984</b>	<b>58,436,373</b>	<b>27,496,693,607</b>	<b>1,338,000,000</b>	<b>23,110,036,170</b>	<b>52,059,710,135</b>
<b>Depreciation</b>							
As at 1st January 2035	31,957,189	24,334,361	43,284,623	11,225,141,634	-	-	11,324,717,806
Charge for the year	10,703	78,609	1,893,969	1,374,834,680	-	-	1,376,817,961
<b>At 31 December 2035</b>	<b>31,967,891</b>	<b>24,412,970</b>	<b>45,178,592</b>	<b>12,599,976,314</b>	<b>-</b>	<b>-</b>	<b>12,701,535,767</b>
<b>Net Book Value</b>							
<b>At 31 December 2035</b>	<b>32,109</b>	<b>131,015</b>	<b>13,257,781</b>	<b>14,896,717,293</b>	<b>1,338,000,000</b>	<b>23,110,036,170</b>	<b>39,358,174,368</b>
<b>At 31 December 2034</b>	<b>42,811</b>	<b>209,623</b>	<b>15,151,750</b>	<b>16,271,551,973</b>	<b>1,338,000,000</b>	<b>19,874,515,466</b>	<b>37,499,471,624</b>

17 PROPERTY AND EQUIPMENT

	MOTOR VEHICLE	COMPUTER & ACCESSORY	FURNITURE & FITTINGS	BUILDINGS	LAND	WORKING IN PROGRESS ON BUILDING	Total
	TZS	TZS	TZS	TZS	TZS	TZS	TZs
<b>2034</b>							
<b>Cost/Valuation</b>							
As at 1st January 2034	32,000,000	24,543,984	58,436,373	27,496,693,607	1,338,000,000	16,641,205,141	45,590,879,105
Additions	-	-	-	-	-	3,233,310,325	3,233,310,325
<b>At 31 December 2034</b>	<b><u>32,000,000</u></b>	<b><u>24,543,984</u></b>	<b><u>58,436,373</u></b>	<b><u>27,496,693,607</u></b>	<b><u>1,338,000,000</u></b>	<b><u>19,874,515,466</u></b>	<b><u>48,824,189,430</u></b>
<b>Depreciation</b>							
As at 1st January 2034	31,942,918	24,208,587	41,120,087	9,850,306,954	-	-	9,947,578,546
Charge for the year	14,270	125,774	2,164,536	1,374,834,680	-	-	1,377,139,261
<b>At 31 December 2034</b>	<b><u>31,957,189</u></b>	<b><u>24,334,361</u></b>	<b><u>43,284,623</u></b>	<b><u>11,225,141,634</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>11,324,717,806</u></b>
<b>Net Book Value</b>							
<b>At 31 December 2034</b>	<b><u>42,811</u></b>	<b><u>209,623</u></b>	<b><u>15,151,750</u></b>	<b><u>16,271,551,973</u></b>	<b><u>1,338,000,000</u></b>	<b><u>19,874,515,466</u></b>	<b><u>37,499,471,624</u></b>
<b>At 31 December 2033</b>	<b><u>57,082</u></b>	<b><u>335,397</u></b>	<b><u>17,316,286</u></b>	<b><u>17,646,386,654</u></b>	<b><u>1,338,000,000</u></b>	<b><u>16,641,205,141</u></b>	<b><u>35,643,300,559</u></b>

17 PROPERTY AND EQUIPMENT

	MOTOR VEHICLE	COMPUTER & ACCESSORY	FURNITURE & FITTINGS	BUILDINGS	LAND	WORKING IN PROGRESS ON BUILDING	Total
	TZS	TZS	TZS	TZS	TZS	TZS	TZs
<b>2033</b>							
<b>Cost/Valuation</b>							
As at 1st January 2033	32,000,000	24,543,984	58,436,373	27,496,693,607	1,338,000,000	13,618,100,503	42,567,774,467
Additions	-	-	-	-	-	3,023,104,638	3,023,104,638
<b>At 31 December 2033</b>	<b><u>32,000,000</u></b>	<b><u>24,543,984</u></b>	<b><u>58,436,373</u></b>	<b><u>27,496,693,607</u></b>	<b><u>1,338,000,000</u></b>	<b><u>16,641,205,141</u></b>	<b><u>45,590,879,105</u></b>
<b>Depreciation</b>							
As at 1st January 2033	31,923,891	24,007,348	38,646,332	8,475,472,273	-	-	8,570,049,845
Charge for the year	19,027	201,238	2,473,755	1,374,834,680	-	-	1,377,528,701
<b>At 31 December 2033</b>	<b><u>31,942,918</u></b>	<b><u>24,208,587</u></b>	<b><u>41,120,087</u></b>	<b><u>9,850,306,954</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>9,947,578,546</u></b>
<b>Net Book Value</b>							
<b>At 31 December 2033</b>	<b><u>57,082</u></b>	<b><u>335,397</u></b>	<b><u>17,316,286</u></b>	<b><u>17,646,386,654</u></b>	<b><u>1,338,000,000</u></b>	<b><u>16,641,205,141</u></b>	<b><u>35,643,300,559</u></b>
<b>At 31 December 2032</b>	<b><u>76,109</u></b>	<b><u>536,636</u></b>	<b><u>19,790,041</u></b>	<b><u>19,021,221,334</u></b>	<b><u>1,338,000,000</u></b>	<b><u>13,618,100,503</u></b>	<b><u>33,997,724,623</u></b>

17 PROPERTY AND EQUIPMENT

	<b>MOTOR VEHICLE</b>	<b>COMPUTER &amp; ACCESSORY</b>	<b>FURNITURE &amp; FITTINGS</b>	<b>BUILDINGS</b>	<b>LAND</b>	<b>WORKING IN PROGRESS ON BUILDING</b>	<b>Total</b>
	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZs</b>
<b>2032</b>							
<b>Cost/Valuation</b>							
As at 1st January 2032	32,000,000	24,543,984	58,436,373	27,496,693,607	1,338,000,000	10,944,634,372	39,894,308,336
Additions	-	-	-	-	-	2,673,466,131	2,673,466,131
<b>At 31 December 2032</b>	<b><u>32,000,000</u></b>	<b><u>24,543,984</u></b>	<b><u>58,436,373</u></b>	<b><u>27,496,693,607</u></b>	<b><u>1,338,000,000</u></b>	<b><u>13,618,100,503</u></b>	<b><u>42,567,774,467</u></b>
<b>Depreciation</b>							
As at 1st January 2032	31,898,521	23,685,367	35,819,183	7,100,637,593	-	-	7,192,040,664
Charge for the year	25,370	321,982	2,827,149	1,374,834,680	-	-	1,378,009,180
<b>At 31 December 2032</b>	<b><u>31,923,891</u></b>	<b><u>24,007,348</u></b>	<b><u>38,646,332</u></b>	<b><u>8,475,472,273</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>8,570,049,845</u></b>
<b>Net Book Value</b>							
<b>At 31 December 2032</b>	<b><u>76,109</u></b>	<b><u>536,636</u></b>	<b><u>19,790,041</u></b>	<b><u>19,021,221,334</u></b>	<b><u>1,338,000,000</u></b>	<b><u>13,618,100,503</u></b>	<b><u>33,997,724,623</u></b>
<b>At 31 December 2031</b>	<b><u>101,479</u></b>	<b><u>858,618</u></b>	<b><u>22,617,190</u></b>	<b><u>20,396,056,014</u></b>	<b><u>1,338,000,000</u></b>	<b><u>10,944,634,372</u></b>	<b><u>32,702,267,672</u></b>

17 PROPERTY AND EQUIPMENT

	<b>MOTOR VEHICLE</b>	<b>COMPUTER &amp; ACCESSORY</b>	<b>FURNITURE &amp; FITTINGS</b>	<b>BUILDINGS</b>	<b>LAND</b>	<b>WORKING IN PROGRESS ON BUILDING</b>	<b>Total</b>
	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZs</b>
<b>2031</b>							
<b>Cost/Valuation</b>							
As at 1st January 2031	32,000,000	24,543,984	58,436,373	27,496,693,607	1,338,000,000	8,491,652,142	37,441,326,107
Additions	-	-	-	-	-	2,452,982,229	2,452,982,229
<b>At 31 December 2031</b>	<b>32,000,000</b>	<b>24,543,984</b>	<b>58,436,373</b>	<b>27,496,693,607</b>	<b>1,338,000,000</b>	<b>10,944,634,372</b>	<b>39,894,308,336</b>
<b>Depreciation</b>							
As at 1st January 2031	31,864,695	23,170,196	32,588,156	5,725,802,912	-	-	5,813,425,960
Charge for the year	33,826	515,171	3,231,027	1,374,834,680	-	-	1,378,614,704
<b>At 31 December 2031</b>	<b>31,898,521</b>	<b>23,685,367</b>	<b>35,819,183</b>	<b>7,100,637,593</b>	<b>-</b>	<b>-</b>	<b>7,192,040,664</b>
<b>Net Book Value</b>							
<b>At 31 December 2031</b>	<b>101,479</b>	<b>858,618</b>	<b>22,617,190</b>	<b>20,396,056,014</b>	<b>1,338,000,000</b>	<b>10,944,634,372</b>	<b>32,702,267,672</b>
<b>At 31 December 2030</b>	<b>135,305</b>	<b>1,373,788</b>	<b>25,848,217</b>	<b>21,770,890,695</b>	<b>1,338,000,000</b>	<b>8,491,652,142</b>	<b>31,627,900,147</b>

17 PROPERTY AND EQUIPMENT

	MOTOR VEHICLE	COMPUTER & ACCESSORY	FURNITURE & FITTINGS	BUILDINGS	LAND	WORKING IN PROGRESS ON BUILDING	Total
	TZS	TZS	TZS	TZS	TZS	TZS	TZs
<b>2030</b>							
<b>Cost/Valuation</b>							
As at 1st January 2030	32,000,000	24,543,984	58,436,373	27,496,693,607	1,338,000,000	6,163,495,734	35,113,169,699
Additions	-	-	-	-	-	2,328,156,408	2,328,156,408
<b>At 31 December 2030</b>	<b><u>32,000,000</u></b>	<b><u>24,543,984</u></b>	<b><u>58,436,373</u></b>	<b><u>27,496,693,607</u></b>	<b><u>1,338,000,000</u></b>	<b><u>8,491,652,142</u></b>	<b><u>37,441,326,107</u></b>
<b>Depreciation</b>							
As at 1st January 2030	31,819,593	22,345,923	28,895,554	4,350,968,232	-	-	4,434,029,303
Charge for the year	45,102	824,273	3,692,602	1,374,834,680	-	-	1,379,396,657
<b>At 31 December 2030</b>	<b><u>31,864,695</u></b>	<b><u>23,170,196</u></b>	<b><u>32,588,156</u></b>	<b><u>5,725,802,912</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>5,813,425,960</u></b>
<b>Net Book Value</b>							
<b>At 31 December 2030</b>	<b><u>135,305</u></b>	<b><u>1,373,788</u></b>	<b><u>25,848,217</u></b>	<b><u>21,770,890,695</u></b>	<b><u>1,338,000,000</u></b>	<b><u>8,491,652,142</u></b>	<b><u>31,627,900,147</u></b>
<b>At 31 December 2029</b>	<b><u>180,407</u></b>	<b><u>2,198,061</u></b>	<b><u>29,540,819</u></b>	<b><u>23,145,725,375</u></b>	<b><u>1,338,000,000</u></b>	<b><u>6,163,495,734</u></b>	<b><u>30,679,140,396</u></b>

17 **PROPERTY AND EQUIPMENT**

	<b>MOTOR VEHICLE</b>	<b>COMPUTER &amp; ACCESSORY</b>	<b>FURNITURE &amp; FITTINGS</b>	<b>BUILDINGS</b>	<b>LAND</b>	<b>WORKING IN PROGRESS ON BUILDING</b>	<b>Total</b>
	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZs</b>
<b>Cost/Valuation</b>							
As at 1st January 2029	32,000,000	24,543,984	58,436,373	27,496,693,607	1,338,000,000	4,419,897,884	33,369,571,849
Additions	-	-	-	-	-	1,743,597,850	1,743,597,850
<b>At 31 December 2029</b>	<b><u>32,000,000</u></b>	<b><u>24,543,984</u></b>	<b><u>58,436,373</u></b>	<b><u>27,496,693,607</u></b>	<b><u>1,338,000,000</u></b>	<b><u>6,163,495,734</u></b>	<b><u>35,113,169,699</u></b>
<b>Depreciation</b>							
As at 1st January 2029	31,759,458	21,027,087	24,675,437	2,976,133,552	-	-	3,053,595,533
Charge for the year	60,136	1,318,837	4,220,117	1,374,834,680	-	-	1,380,433,769
<b>At 31 December 2029</b>	<b><u>31,819,593</u></b>	<b><u>22,345,923</u></b>	<b><u>28,895,554</u></b>	<b><u>4,350,968,232</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>4,434,029,303</u></b>
<b>Net Book Value</b>							
<b>At 31 December 2029</b>	<b><u>180,407</u></b>	<b><u>2,198,061</u></b>	<b><u>29,540,819</u></b>	<b><u>23,145,725,375</u></b>	<b><u>1,338,000,000</u></b>	<b><u>6,163,495,734</u></b>	<b><u>30,679,140,396</u></b>
<b>At 31 December 2028</b>	<b><u>240,542</u></b>	<b><u>3,516,897</u></b>	<b><u>33,760,936</u></b>	<b><u>24,520,560,055</u></b>	<b><u>1,338,000,000</u></b>	<b><u>4,419,897,884</u></b>	<b><u>30,315,976,315</u></b>

17 PROPERTY AND EQUIPMENT

	<b>MOTOR VEHICLE</b>	<b>COMPUTER &amp; ACCESSORY</b>	<b>FURNITURE &amp; FITTINGS</b>	<b>BUILDINGS</b>	<b>LAND</b>	<b>WORKING IN PROGRESS ON BUILDING</b>	<b>Total</b>
	<u>TZS</u>	<u>TZS</u>	<u>TZS</u>	<u>TZS</u>	<u>TZS</u>	<u>TZS</u>	<u>TZs</u>
<b>Cost/Valuation</b>							
As at 1st January 2028	32,000,000	24,543,984	58,436,373	27,496,693,607	1,338,000,000	2,534,432,654	31,484,106,619
Additions	-	-	-	-	-	1,885,465,230	1,885,465,230
<b>At 31 December 2028</b>	<b><u>32,000,000</u></b>	<b><u>24,543,984</u></b>	<b><u>58,436,373</u></b>	<b><u>27,496,693,607</u></b>	<b><u>1,338,000,000</u></b>	<b><u>4,419,897,884</u></b>	<b><u>33,369,571,849</u></b>
<b>Depreciation</b>							
As at 1st January 2028	31,679,277	18,916,948	19,852,446	1,601,298,871	-	-	1,671,747,543
Charge for the year	80,181	2,110,138	4,822,991	1,374,834,680	-	-	1,381,847,990
<b>At 31 December 2028</b>	<b><u>31,759,458</u></b>	<b><u>21,027,087</u></b>	<b><u>24,675,437</u></b>	<b><u>2,976,133,552</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>3,053,595,533</u></b>
<b>Net Book Value</b>							
<b>At 31 December 2028</b>	<b><u>240,542</u></b>	<b><u>3,516,897</u></b>	<b><u>33,760,936</u></b>	<b><u>24,520,560,055</u></b>	<b><u>1,338,000,000</u></b>	<b><u>4,419,897,884</u></b>	<b><u>30,315,976,315</u></b>
<b>At 31 December 2027</b>	<b><u>320,723</u></b>	<b><u>5,627,036</u></b>	<b><u>38,583,927</u></b>	<b><u>25,895,394,736</u></b>	<b><u>1,338,000,000</u></b>	<b><u>2,534,432,654</u></b>	<b><u>29,812,359,076</u></b>

17 PROPERTY AND EQUIPMENT

	<b>MOTOR VEHICLE</b>	<b>COMPUTER &amp; ACCESSORY</b>	<b>FURNITURE &amp; FITTINGS</b>	<b>BUILDINGS</b>	<b>LAND</b>	<b>WORKING IN PROGRESS ON BUILDING</b>	<b>TOTAL</b>
	<u>TZS</u>	<u>TZS</u>	<u>TZS</u>	<u>TZS</u>	<u>TZS</u>	<u>TZS</u>	<u>TZs</u>
<b>Cost/Valuation</b>							
As at 1st January 2027	32,000,000	24,543,984	58,436,373	27,496,693,607	1,338,000,000	-	28,949,673,965
Additions	-	-	-	-	-	2,534,432,654	2,534,432,654
<b>At 31 December 2027</b>	<b><u>32,000,000</u></b>	<b><u>24,543,984</u></b>	<b><u>58,436,373</u></b>	<b><u>27,496,693,607</u></b>	<b><u>1,338,000,000</u></b>	<b><u>2,534,432,654</u></b>	<b><u>31,484,106,619</u></b>
<b>Depreciation</b>							
As at 1st January 2027	31,572,369	15,540,727	14,340,457	226,464,191	-	-	287,917,744
Charge for the year	106,908	3,376,222	5,511,990	1,374,834,680	-	-	1,383,829,799
<b>At 31 December 2027</b>	<b><u>31,679,277</u></b>	<b><u>18,916,948</u></b>	<b><u>19,852,446</u></b>	<b><u>1,601,298,871</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>1,671,747,543</u></b>
<b>Net Book Value</b>							
<b>At 31 December 2027</b>	<b><u>320,723</u></b>	<b><u>5,627,036</u></b>	<b><u>38,583,927</u></b>	<b><u>25,895,394,736</u></b>	<b><u>1,338,000,000</u></b>	<b><u>2,534,432,654</u></b>	<b><u>29,812,359,076</u></b>
<b>At 31 December 2026</b>	<b><u>427,631</u></b>	<b><u>9,003,258</u></b>	<b><u>44,095,916</u></b>	<b><u>155,535,809</u></b>	<b><u>1,338,000,000</u></b>	<b><u>27,114,693,607</u></b>	<b><u>28,661,756,221</u></b>

17 PROPERTY AND EQUIPMENT

	<b>MOTOR VEHICLE</b>	<b>COMPUTER &amp; ACCESSORY</b>	<b>FURNITURE &amp; FITTINGS</b>	<b>BUILDINGS</b>	<b>LAND</b>	<b>WORKING IN PROGRESS ON BUILDING</b>	<b>Total</b>
	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZs</b>
<b>Cost/Valuation</b>							
As at 1st January 2026	32,000,000	24,543,984	58,436,373	382,000,000	1,338,000,000	18,580,229,144	20,415,209,501
Additions	-	-	-	-	-	8,534,464,463	8,534,464,463
<b>At 31 December 2026</b>	<b><u>32,000,000</u></b>	<b><u>24,543,984</u></b>	<b><u>58,436,373</u></b>	<b><u>382,000,000</u></b>	<b><u>1,338,000,000</u></b>	<b><u>27,114,693,607</u></b>	<b><u>28,949,673,965</u></b>
<b>Depreciation</b>							
As at 1st January 2026	31,429,826	10,138,772	8,041,040	207,364,191	-	-	256,973,829
Charge for the year	142,544	5,401,955	6,299,417	19,100,000	-	-	30,943,915
<b>At 31 December 2026</b>	<b><u>31,572,369</u></b>	<b><u>15,540,727</u></b>	<b><u>14,340,457</u></b>	<b><u>226,464,191</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>287,917,744</u></b>
<b>Net Book Value</b>							
<b>At 31 December 2026</b>	<b><u>427,631</u></b>	<b><u>9,003,258</u></b>	<b><u>44,095,916</u></b>	<b><u>155,535,809</u></b>	<b><u>1,338,000,000</u></b>	<b><u>27,114,693,607</u></b>	<b><u>28,661,756,221</u></b>
<b>At 31 December 2025</b>	<b><u>570,174</u></b>	<b><u>14,405,212</u></b>	<b><u>50,395,333</u></b>	<b><u>174,635,809</u></b>	<b><u>1,338,000,000</u></b>	<b><u>18,580,229,144</u></b>	<b><u>20,158,235,672</u></b>

17 **PROPERTY AND EQUIPMENT**

	<b>MOTOR VEHICLE</b>	<b>COMPUTER &amp; ACCESSORY</b>	<b>FURNITURE &amp; FITTINGS</b>	<b>BUILDINGS</b>	<b>LAND</b>	<b>WORKING IN PROGRESS ON BUILDING</b>	<b>Total</b>
	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZs</b>
<b>Cost/Valuation</b>							
As at 1st January 2025	32,000,000	1,500,000	1,054,000	382,000,000	1,338,000,000	9,813,693,772	11,568,247,772
Additions	-	23,043,984	57,382,373	-	-	8,766,535,372	8,846,961,729
<b>At 31 December 2025</b>	<b><u>32,000,000</u></b>	<b><u>24,543,984</u></b>	<b><u>58,436,373</u></b>	<b><u>382,000,000</u></b>	<b><u>1,338,000,000</u></b>	<b><u>18,580,229,144</u></b>	<b><u>20,415,209,501</u></b>
<b>Depreciation</b>							
As at 1st January 2025	31,239,768	1,495,645	841,707	188,264,191	-	-	221,841,310
Charge for the year	190,058	8,643,127	7,199,333	19,100,000	-	-	35,132,519
<b>At 31 December 2025</b>	<b><u>31,429,826</u></b>	<b><u>10,138,772</u></b>	<b><u>8,041,040</u></b>	<b><u>207,364,191</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>256,973,829</u></b>
<b>Net Book Value</b>							
<b>At 31 December 2025</b>	<b><u>570,174</u></b>	<b><u>14,405,212</u></b>	<b><u>50,395,333</u></b>	<b><u>174,635,809</u></b>	<b><u>1,338,000,000</u></b>	<b><u>18,580,229,144</u></b>	<b><u>20,158,235,672</u></b>
<b>At 31 December 2024</b>	<b><u>760,232</u></b>	<b><u>4,355</u></b>	<b><u>212,293</u></b>	<b><u>193,735,809</u></b>	<b><u>1,338,000,000</u></b>	<b><u>9,813,693,772</u></b>	<b><u>11,346,406,461</u></b>