



OVERLAND FARMS LIMITED



BANKABLE BUSINESS PLAN

FOR

INVESTING IN POULTRY FARMING PROJECT
WITH THE CAPACITY TO RAISE 20,000
BREEDERS IN MUWIMBI VILLAGE, IFUNDA
WARD, IRINGA DISTRICT.

SUBMITTED TO

TANZANIA INVESTMENT CENTER(TIC)
FOR APPLICATION OF REGISTRATION OF
THE PROJECT

OWNED AND SUBMITTED BY;

Overland Farms Limited,
Plot No. 39 – D, Chuma Road, Chang'ombe Area,
P.O. Box 5055, Dar Es Salaam, Tanzania
Phone Contact: **+255 747 600 008/+255 746 488 488**
E-Mail: info@overland.co.tz
Website: www.overland.co.tz

DRAWN BY;

ARFRA Micro-finance & Business Consult Company Ltd.,
Department of Business Consultancy,
P.O. Box 3007, Morogoro, Tanzania.
Phone: **+255 764 073009/+255 746 283 821**
E-Mail: info@arfracompanyltd.co.tz
Website: www.arfracompanyltd.co.tz

March, 2025

SUMMARY AND RECOMMENDATIONS

The Application

Overland Farms Limited is a Tanzanian-registered agribusiness enterprise operating under the Overland Group of Companies. The company has established a strong presence across the agricultural value chain with major operations in dairy farming, livestock fattening, animal feed milling, poultry farming, and milk processing. Overland Farms currently owns and manages a total of 6,500 acres of fully fenced farmland in Ifunda Ward, within Iringa District Council. These lands are strategically located across four major plots: Kitemela Farm in Muwimbi Village with 1,500 acres, Sambusi Farm in Isupilo Village with 1,500 acres, Kiyegema Farm in Magunga Village with 3,000 acres, and Makota Farm also in Isupilo Village with 500 acres. In addition to these, the company also owns other agricultural plots in various parts of Tanzania, positioning it as a key player in the country's agricultural sector. Overland Farms has made significant investments in farm infrastructure including pivot irrigation systems, modern animal sheds, and mechanized feed production. The company has developed a dairy cattle operation across Sambusi, Makota, and Kiyegema farms, where it maintains a herd of 1,418 dairy animals. Through the use of advanced technology and high-quality animal husbandry practices, the company produces more than 35,000 liters of raw milk per day, which amounts to approximately 9,500,000 liters annually. This milk is supplied to major processing plants including ASAS in Iringa and others in Dar es Salaam, making Overland Farms one of the largest raw milk producers in Tanzania's Southern Highlands.

As part of its strategy to broaden its footprint across the agricultural value chain, the company now plans to invest in a modern poultry farming project with a primary focus on broiler chick production. The proposed project involves the establishment of a poultry farm with the capacity to raise 20,000 parent stock chickens specifically for breeding broiler chicks. This vertically integrated initiative is designed to support the growing demand for quality poultry meat in Tanzania while providing a reliable supply of day-old chicks to commercial poultry growers. The project will involve the construction of advanced poultry housing units, installation of automated feeding and watering systems (Flock Cages), biosecurity infrastructure, and hatchery facilities. It will be implemented on the company's existing land in Ifunda Ward, Iringa District Council, leveraging Overland Farms' already developed infrastructure and technical expertise. This investment is aligned with Tanzania's national goals of enhancing food security, promoting youth employment, and boosting agricultural industrialization. It is expected to create more than

27 permanent and pensionable jobs and at least 200 indirect jobs for veterinary and technical staff, hatchery operators, farmworkers, and support service providers, as well as increase local availability of high-quality broiler chicks, thus supporting smallholder farmers and poultry meat value chains nationwide.

The estimated capital requirement for implementing the poultry project is TZS 4,337,600,000, of which TZS 2,750,000,000 (63%) will be financed through equity funds and the remaining TZS 1,587,600,000 Overland Farms is seeking to finance through a long-term loan facility from the Tanzania Agricultural Development Bank (TADB) (See table 1). The company proposes a six-year loan term, exclusive of a two-year grace period, at an interest rate of not more than 7% per annum on a reducing balance, with semi-annual repayments.

Overland Farms Limited respectfully requests the Tanzania Agricultural Development Bank to approve this facility to support the successful execution of the poultry farming project. In addition, the company seeks formal registration of the project with the Tanzania Investment Center (TIC) to benefit from available investment incentives and facilitation. Overland Farms is committed to working closely with all relevant institutions to ensure the long-term success and sustainability of this high-impact agricultural venture.

Table 1: Planned Investments at Poultry Farming Project





 OVERLAND FARMS LIMITED Plot No. 39 – D, Chuma Road, Chang’ombe Area, P.O. Box 5055, Dar Es Salaam, Tanzania Phone Contact: +255 747 600 008/+255 746 488 488 E-Mail: info@overland.co.tz Website: www.overland.co.tz 					
INVESTING IN POULTRY FARMING PROJECT WITH THE CAPACITY TO RAISE 20,000 BREEDERS IN MUWIMBI VILLAGE, IFUNDA WARD, IRINGA DISTRICT.					
PLANNED INVESTMENTS AT THE POULTRY FARM					
S/N	Descriptions of the Asset/Investment	Unit of Measure	No. of Units	Unit Price	Total
1	Construction of Modern Poultry Sheds (5,000 Chickens Capacity)	No.	4	164,600,000	658,400,000
2	Procurment and installation of Flock Cages	Set	4	100,000,000	400,000,000
3	Purchases of Breeders (Chickens)	No.	20,000.00	26,460	529,200,000
4	Initial Working Capital (Chicken Feeds & Other OC)	Lumpsum	1	500,000,000	500,000,000
GRAND TOTAL					2,087,600,000
Note:					
Maximum buying price for Breeders is 10 USD					

Table 2: Project Assets Financing Plan

 OVERLAND FARMS LIMITED  Plot No. 39 – D, Chuma Road, Chang’ombe Area, P.O. Box 5055, Dar Es Salaam, Tanzania Phone Contact: +255 747 600 008/+255 746 488 488 E-Mail: info@overland.co.tz Website: www.overland.co.tz				
INVESTING IN POULTRY FARMING PROJECT WITH THE CAPACITY TO RAISE 20,000 BREEDERS IN MUWIMBI VILLAGE, IFUNDA WARD, IRINGA DISTRICT.				
PROJECT FINANCING PLAN				
S/N	Descriptions of the Asset/Investment	Total Value (TZS)	Proposed Sources of Fund	
			Equity Funds	Loan From TADB
1	Land	2,250,000,000	2,250,000,000	-
2	Construction of Modern Poultry Sheds (5,000 Chickens Capacity)	658,400,000	-	658,400,000
3	Procurement and installation of Flock Cages	400,000,000	-	400,000,000
4	Purchases of Breeders (Chickens)	529,200,000	-	529,200,000
5	Initial Working Capital (Chicken Feeds & Other OC)	500,000,000	500,000,000	-
GRAND TOTAL		4,337,600,000	2,750,000,000	1,587,600,000
PERCENTAGE			63%	37%

Current status of the project



Overland Farms Limited is in an advanced preparatory stage for the implementation of its Poultry Farming Project. The company has already secured suitable farmland within its existing agricultural holdings in Ifunda Ward, Iringa District Council, providing a reliable foundation for project infrastructure development. Communication with prospective project financiers, including the Tanzania Agricultural Development Bank (TADB), is ongoing and progressing positively, with financing terms under discussion and mutual interest established. A detailed project master plan is in place, outlining the design and phased execution of poultry housing units, hatchery facilities, and supporting infrastructure to accommodate 20,000 parent stock chickens for broiler chick production. The management team is highly experienced and well-equipped with technical and operational expertise necessary to drive the project forward effectively. Internal planning and resource allocation have already commenced. Importantly, Overland Farms Limited has a strong asset base valued at TZS 17,838,124,235, which positions the company as a trustworthy and financially stable partner for this investment. This solid financial standing reflects the company’s long-term commitment and capability to deliver results, ensuring the poultry project’s viability and sustainability. With critical groundwork complete, the company is now focused on securing final financing to commence implementation.

The Applicant

Overland Farms Limited is a Tanzanian-registered agribusiness company operating under the Overland Group of Companies. It was founded and is owned by experienced Tanzanian entrepreneurs, Mr. Faisal Edha Awadh and Mr. Abdallah Faisal Awadh. The company's head office is located at Plot No. 39, Block D, Chuma Road, Chang'ombe Area, Dar es Salaam. Overland Farms is affiliated with sister companies such as E. Awadh & Co. Ltd, which specializes in transportation and logistics. With over ten years of operational experience, Overland Farms has established itself as a leader in Tanzania's agricultural sector. The company owns 6,500 acres of farmland in Ifunda Ward, Iringa Regions, specifically in Isupilo, Muwimbi, and Magunga villages—where it carries out dairy farming, livestock fattening, animal feed cultivation, and other agribusiness projects. It is one of the largest producers of raw milk in the Southern Highlands, supplying to processors like ASAS and other firms in Iringa, Morogoro, and Dar es Salaam.

As of March 2024, the company's investment in assets including land, machinery, buildings, and equipment is valued at TZS 17,838,124,235. Annual sales have exceeded TZS 2 billion, mainly from milk production. The company maintains robust financial systems, strong internal controls, and generates sufficient cash flow, ensuring long-term solvency and operational sustainability. Overland Farms also has a solid credit history, having successfully serviced loans from several commercial banks in Tanzania. These strengths make Overland Farms a trustworthy and financially sound applicant for the loan facility being requested from the Tanzania Agricultural Development Bank (TADB).

Table 3: Current Value of the Company Assets

 OVERLAND FARMS LIMITED Plot No. 39 – D, Chuma Road, Chang'ombe Area, P.O. Box 5055, Dar Es Salaam, Tanzania Phone Contact: +255 747 600 008/+255 746 488 488 E-Mail: info@overland.co.tz 					
INVESTING IN POULTRY FARMING PROJECT WITH THE CAPACITY TO RAISE 20,000 BREEDERS IN MUWIMBI VILLAGE, IFUNDA WARD, IRINGA DISTRICT.					
ASSETS OWNED BY OVERLAND FARMS LIMITED- BY APRIL 2025					
S/N	Descriptions of the Asset/Investment	Unit of Measure	No. of Units	Unit Price (TZS)	Total Value (TZS)
1	Property, Plant and Equipments	Lumpsum	1	998,124,235	998,124,235
2	Dairy Cattle (Biological Assets)	No.	1418	5,000,000	7,090,000,000
3	Farm Land	Acres	6500	1,500,000	9,750,000,000
					17,838,124,235

Project Management and Organization Structure

Overland Farms Limited has appropriate organization structure that ensures best management practices of company's businesses. The Company has Board of Directors that at minimum contains five Directors, founders of the company being part of board members. The Board of Directors is the overall supervisory body of the company businesses. Below the Board there is Managing Director who is the Chief accounting officer of the company and reports directly to the Board. For the Poultry Farming Project Managing Director shall be assisted by Farm Manager who shall report directly to the Managing Director of the company. Below the Farm Manager there are support staff to support operations in that particular department, there are Project Accountants, farm Supervisors, and other support staff. This project will shall be manned by at least 27 permanent and pensionable staff. The company will also have casual labourer how shall be hired on the daily basis based on the existing demand for labour at the project. The reporting relation in Overland Farms Limited in relation to Poultry Farming Project is presented by organization structure in **figure 1**.

Projected Financial Aspects of proposed projects

These projects prove to be financially viable and less risky taking into account on analysis of different financial aspects. From the results of analysis that show eight (8) years projection of project life cycle (2025-2032), the project is estimated to earn a profit after corporate tax of **TZS 1,660,687,361** during the first year of operation, the profit is observed to be **TZS 1,603,535,684** in the eighth year of operations (**See Annex 8**). The Internal Rate of Return (IRR) for the project is **15%** and the Net Present Values (NPV) is **TZS 1,101,695,672** (**See Annex 15**), this proves the project to be more valuable and less risky in the side of financiers-TADB, it also proves the cost of capital to be lower than gain generated from the project. The balance sheet/assets are projected to grow from **TZS 2,779,200,000** during the first year of financial analysis to **TZS 5,904,116,090** in the eighth year of operations/ financial projection (**See Annex 10**). Lastly, the project is seen to have positive net cashflows throughout the duration of its operations; this proves its ability to meet both short-run and long-run financial obligations. The net cashflows in the first year of project operations is **TZS 500,000,000**, the net cashflows is **TZS 1,378,429,666** during the eighth year of operations (**See cashflows Annex 9**).

Socio-economic Benefits of the Project/Investment

The Poultry Farming Project by Overland Farms Limited is not only expected to bring substantial financial returns but also generate significant social and economic benefits for the surrounding community and the country as a whole. The project will create over 200 employment opportunities across various sectors of the poultry value chain. This includes permanent and pensionable jobs, casual labour roles, poultry keepers who will receive day-old chicks from the project, as well as opportunities for feed suppliers, farm technicians, transporters, and other service providers.

The establishment of the poultry farm will also provide a steady market for smallholder poultry farmers in the surrounding areas, who will benefit from access to high-quality chicks for their own poultry operations. These farmers will have the opportunity to increase their production and contribute to the region's overall poultry supply.

In addition, Overland Farms Limited intends to make its poultry farm a hub for knowledge transfer, offering affordable technical advice on poultry farming, biosecurity measures, and best practices to local farmers. This support will strengthen the capacity of the community's poultry sector and improve productivity.

The project will stimulate economic activity in the region, supporting the growth of local businesses in feed production, transportation, and veterinary services. It is expected to increase liquidity in Iringa District, contributing to improved living standards for local residents. Furthermore, the success of the poultry project will contribute to the company's profitability, generating additional corporate tax revenue for the Government of Tanzania.

Conclusions and Recommendations

The analysis of the Poultry Farming Project proposed by Overland Farms Limited demonstrates that the project is technically sound, economically viable, socially beneficial, and financially sustainable. With the growing national demand for poultry meat and broiler chicks, this investment designed to establish a modern poultry breeding facility with a capacity for 20,000 parent stock chickens will position the company to expand its market presence, increase revenues, and strengthen the poultry value chain in Tanzania.

The project is expected to create substantial employment opportunities, improve access to quality chicks for smallholder poultry farmers, and contribute to food security and income

generation in rural areas. It also aligns with national priorities to promote agribusiness, enhance livestock productivity, and increase private sector investment in agriculture.

In this regard, it is **recommended that the Tanzania Agricultural Development Bank (TADB)** positively consider and approve a long-term loan facility of **TZS 1,587,600,000** (One Billion Five Hundred Eighty-Seven Million Six Hundred Thousand Only). This funding will specifically support the establishment of the Poultry Farming Project. The requested loan terms include an interest rate not exceeding **7% per annum**, calculated on a **reducing balance basis**, with **semi-annual repayments** and a **two-year grace period**, exclusive of the six-year loan repayment period.

Furthermore, **Overland Farms Limited respectfully requests the Tanzania Investment Center (TIC)** to formally register this Poultry Farming Project as a strategic investment. Registration with TIC will facilitate access to investment incentives, regulatory support, and streamlined services, enabling smooth implementation and long-term sustainability of the project. With a solid asset base of **TZS 17.84 billion**, experienced management, and proven operational capacity, Overland Farms Limited is a trustworthy and capable partner for this strategic agricultural development.

List of Abbreviations

BRELA	Business Registration and Licensing Agency
Co.	Company
EAC	East Africa Community
FAO	Food and Agriculture Organization of United Nations
Ltd	Limited
MD	Managing Director
MoLD	Ministry of Livestock Development
MoLF	Ministry of Livestock and Fisheries
PAYE	Pay As You Earn
RMP	Risk Management Plan
SADC	Southern African Development community
TADB	Tanzania Agricultural Development Bank
TIC	Tanzania Investment Center
TZS	Tanzania Shillings
UHT	Ultra-High Temperature
URT	United Republic of Tanzania

TABLE OF CONTENTS

SUMMARY AND RECOMMENDATIONS	ii
The Application.....	ii
Current status of the project.....	iv
The Applicant.....	v
Project Management and Organization Structure.....	vi
Projected Financial Aspects of proposed projects.....	vi
Socio-economic Benefits of the Project/Investment	vii
Conclusions and Recommendations.....	vii
List of Abbreviations.....	ix
List of Tables and Figures	xiii
CHAPTER ONE	1
1.0. DESCRIPTION OF THE PROJECT.....	1
1.1. Background Information about Overland Farms Limited	1
1.2. Planned Investment in Poultry Farming project.....	2
1.3. Project Organization and Management.....	3
1.4. Physical location, address and contacts of the Projects.....	4
CHAPTER TWO.....	6
2.0. OVERVIEW OF POULTRY SUB-SECTOR IN TANZANIA	6
CHAPTER THREE	8
3.0. MARKET ANALYSIS.....	8
3.1. Current Market for Company Products	8
3.2. Market Niche Focused by the Company	8

3.3. Degree of Competition in the market.....	9
3.4. Marketing Strategy.....	9
CHAPTER FOUR.....	10
4.0. RISK AND FINANCIAL ANALYSIS	10
4.1. RISK ANALYSIS.....	10
4.1.1. Risk Management Plan.....	10
4.2. FINANCIAL ANALYSIS	11
4.2.1. Major Assumptions.....	12
4.2.2. Financial Performance.....	12
4.2.2.1. Income Statements	12
4.2.2.2. Projected Cash flow Statements.....	13
4.2.2.3. Balance Sheet/ Statement of Financial Position	13
4.2.2.4. Sensitivity Analysis.....	13
4.2.5. TADB Loan Facilities Repayment Schedules.....	13
CHAPTER FIVE	14
5.0 ECONOMIC AND SOCIAL VIABILITY	14
5.1. Overall Benefits of the projects.....	14
5.2. Socio-economic Benefits of the Project.....	14
CHAPTER SIX.....	15
6.0. SWOC ANALYSIS.....	15
6.1. Strengths of Overland Farms Limited.....	15
6.2. Weakness of Overland Farms Limited.....	15
6.3. Opportunities available in the sector	15
6.4. Challenges that exist in the market	16

CHAPTER SEVEN	17
7.0. CONCLUSIONS AND RECOMMENDATIONS	17
7.1. Conclusion.....	17
7.2. Recommendations	17

List of Tables and Figures

Table 1: Planned Investments at Poultry Farming Project.....	iii
Table 2: Project Assets Financing Plan.....	iv
Table 3: Current Value of the Company Assets	v
Table 4: Projected number of Chicks to be produced per year	3
Table 5: Summary of the proposed Risks and the Management Plan.....	11
Table 6: Assumptions used in Preparation of Financial statements.....	12
Figure 1: Overland Farms Limited Poultry Project Organization structure	5

CHAPTER ONE

1.0. DESCRIPTION OF THE PROJECT

1.1. Background Information about Overland Farms Limited

Overland Farms Limited is a Tanzanian-registered agribusiness enterprise and a subsidiary of the Overland Group of Companies. The company has emerged as a prominent player in Tanzania's agricultural landscape through its broad engagement in multiple agribusiness segments. With a vision to lead in integrated agricultural production, Overland Farms focuses on key activities including dairy farming, livestock fattening, animal feed milling, poultry farming, and milk processing. These operations are structured to maximize value addition across the agricultural value chain while ensuring sustainability, productivity, and inclusive growth for rural communities. The company's agricultural footprint spans 6,500 acres of fully secured and fenced farmland located in Ifunda Ward within Iringa District Council, in Tanzania's Southern Highlands. These farmlands are distributed across four major farms: Kitemela Farm, with 1,500 acres in Muwimbi Village; Sambusi Farm, with 1,500 acres in Isupilo Village; Kiyegema Farm, comprising 3,000 acres in Magunga Village; and Makota Farm, with 500 acres, also situated in Isupilo Village. Additionally, Overland Farms owns other agricultural plots in different regions of Tanzania, providing geographic diversification and enhancing its strategic reach across the country's agro-ecological zones.

Overland Farms has invested significantly in developing modern farm infrastructure and adopting cutting-edge agricultural technologies. Each of its major farms is equipped with advanced facilities such as pivot irrigation systems, modern cattle sheds, water reservoirs, mechanized animal feed production equipment, and solar-powered water systems. These investments not only boost productivity but also enable the company to implement climate-smart agriculture practices, improve resource efficiency, and ensure year-round operations even during dry seasons.

A central component of the company's agribusiness operations is its dairy farming enterprise. The dairy herds are concentrated across the Sambusi, Makota, and Kiyegema farms, where Overland Farms maintains a total of 1,418 high-yielding dairy animals. The company uses a combination of improved breeds, precision feeding, veterinary services, and health monitoring systems to ensure optimal animal welfare and production. As a result, Overland Farms currently produces over 35,000 liters of raw milk daily, amounting to approximately 9.5 million liters annually. This raw milk is sold to major processors, including ASAS Dairies in Iringa and other milk processing facilities located in Dar es Salaam. Through these partnerships, Overland Farms has become one of the leading suppliers of raw milk in Tanzania's Southern Highlands. The company's scale and consistency have not only

strengthened its reputation in the market but have also contributed to improved milk quality standards and stable supply to processors throughout the region.

In addition to its production capacity, Overland Farms is committed to inclusive agribusiness development. The company plays a key role in supporting surrounding communities by generating employment opportunities, offering technical training, and facilitating access to farm services and inputs. Its operations have created direct and indirect jobs for hundreds of individuals, ranging from permanent farm workers and veterinary staff to seasonal labourers and transport service providers. Furthermore, Overland Farms has laid the groundwork for future expansion, particularly in poultry farming and milk processing. With a strong asset base valued at **TZS 17.84 billion** as of March 2025, and a history of consistent cash flows from milk sales, the company is financially well-positioned to undertake new agribusiness investments. These expansions aim to deepen value addition, strengthen supply chains, and increase the availability of high-quality animal protein products in Tanzania.

Overland Farms Limited continues to build on its reputation for professionalism, innovation, and commitment to agricultural transformation. With robust governance, a competent management team, and strong relationships with stakeholders and financiers, the company is well-poised to scale its impact both commercially and socially.



1.2. Planned Investment in Poultry Farming project

As part of its strategy to broaden its footprint across the agricultural value chain, the company now plans to invest in a modern poultry farming project with a primary focus on broiler chick production. The proposed project involves the establishment of a poultry farm with the capacity to raise 20,000 parent stock chickens specifically for breeding broiler chicks. This vertically integrated initiative is designed to support the growing demand for quality poultry meat in Tanzania while providing a reliable supply of day-old chicks to commercial poultry growers. The project will involve the construction of advanced poultry housing units, installation of automated feeding and watering systems (Flock Cages), biosecurity infrastructure, and hatchery facilities. It will be implemented on the company's existing land in Ifunda Ward, Iringa District Council, leveraging Overland Farms' already developed infrastructure and technical expertise. This investment is aligned with Tanzania's national goals of enhancing food security, promoting youth employment, and boosting agricultural industrialization. It is expected to create more than 27 permanent and pensionable jobs and at least 200 indirect jobs for veterinary and technical staff, hatchery operators, farmworkers, and support service providers, as well as increase local availability of high-quality broiler chicks, thus supporting smallholder farmers and poultry meat value chains nationwide.

The estimated capital requirement for implementing the poultry project is **TZS 4,337,600,000**, of which **TZS 2,750,000,000** (63%) will be financed through equity funds and the remaining

TZS 1,587,600,000 (37%) Overland Farms is seeking to finance through a long-term loan facility from the Tanzania Agricultural Development Bank (TADB) (See table 1). The company proposes a six-year loan term, exclusive of a two-year grace period, at an interest rate of not more than 7% per annum on a reducing balance, with semi-annual repayments. Implementation of this project will enable the company to produce and trade up to 3,200,000 chicks per annum, see table 4 below.

Table 4: Projected number of Chicks to be produced per year

 OVERLAND FARMS LIMITED Plot No. 39 – D, Chuma Road, Chang'ombe Area, P.O. Box 5055, Dar Es Salaam, Tanzania Phone Contact: +255 747 600 008/+255 746 488 488 E-Mail: info@overland.co.tz Website: www.overland.co.tz 											
INVESTING IN POULTRY FARMING PROJECT WITH THE CAPACITY TO RAISE 20,000 BREEDERS IN MUWIMBI VILLAGE, IFUNDA WARD, IRINGA DISTRICT.											
ESTIMATED NUMBER OF CHICKS TO BE PRODUCED ANNUALLY											
S/N	Description of the Project	Expected Products/output	Unit of measure	Volume of Output							
				2025	2026	2027	2028	2029	2030	2031	2032
1	Poultry Farming Project (Breeders)	Chicks Produced	No.	-	-	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000
	Less:										
	Death rate (2%)	Deaths	No.	-	-	64,000	64,000	64,000	64,000	64,000	64,000
	TOTAL CHICKS AVAILABLE FOR SALE			-	-	3,136,000	3,136,000	3,136,000	3,136,000	3,136,000	3,136,000
Note:											
(a). Each Parent Stock of Chicken (Breeding Chicken) will produce a minimum of 160 Chicks per year											
(b). First two years- 2025 and 2026 will be for projects infrastructure construction											
(c). The death rate for chicks is estimated to be 2%											

1.3. Project Organization and Management

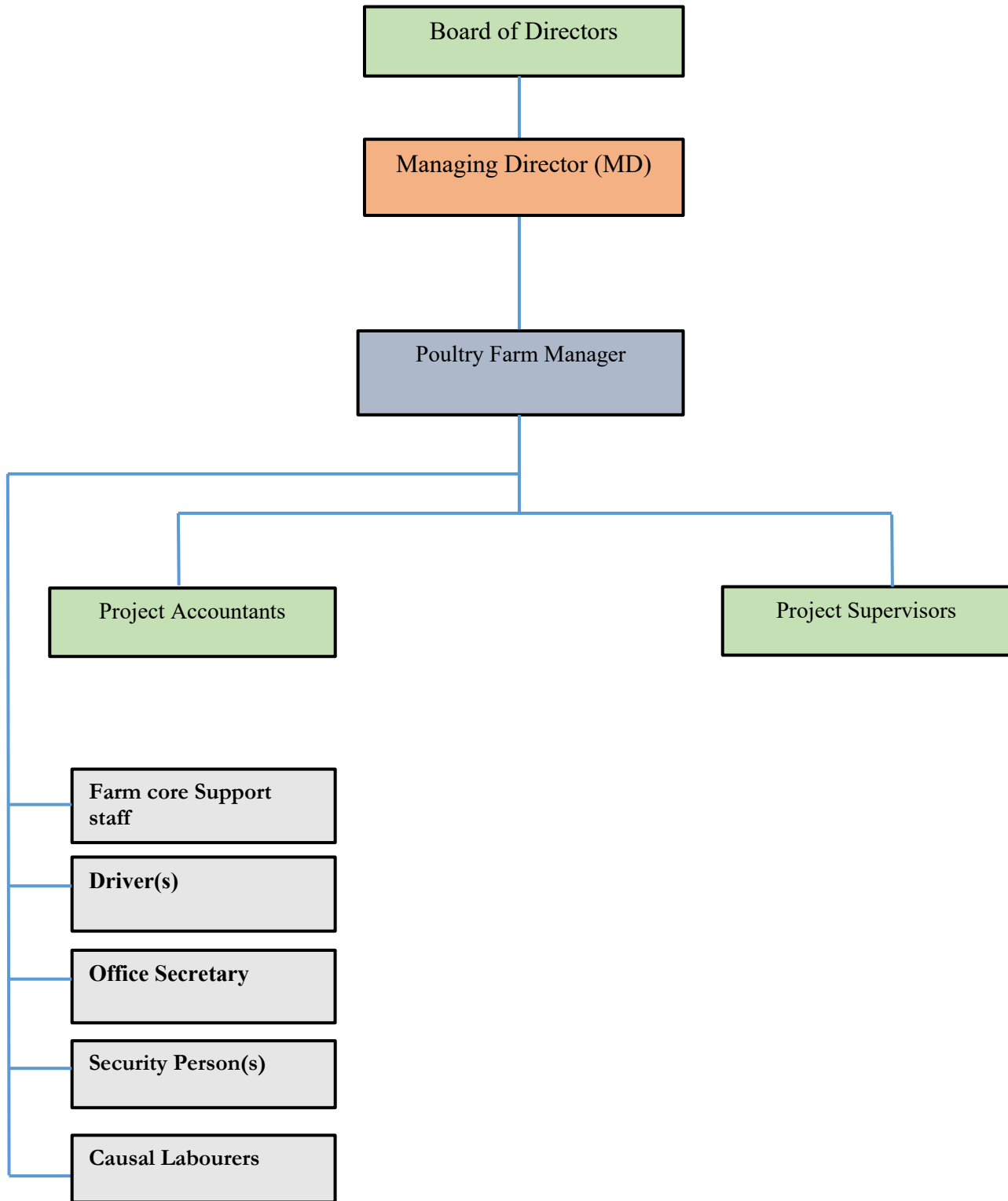
Overland Farms Limited has appropriate organization structure that ensures best management practices of company’s businesses. The Company has Board of Directors that at minimum contains five Directors, founders of the company being part of board members. The Board of Directors is the overall supervisory body of the company businesses. Below the Board there is Managing Director who is the Chief accounting officer of the company and reports directly to the Board. For the Poultry Farming Project Managing Director shall be assisted by Farm Manager who shall report directly to the Managing Director of the company. Below the Farm Manager there are support staff to support operations in that particular department, there are Project Accountants, farm Supervisors, and other support staff. This project will shall be manned by at least 27 permanent and pensionable staff. The company will also have casual labourer how shall be hired on the daily basis based on the existing demand for labour at the project. The reporting relation in Overland Farms Limited in relation to Poultry Farming Project is presented by organization structure in figure 1.

1.4. Physical location, address and contacts of the Projects

The Physical address of Overland Farms Limited where the company own 6,500 acres of farm land is in Isupilo, Muwimbi and Magunga Villages, in Ifunda Ward, in Iringa District. In these areas is where the Dairy Cattle farm is found and other Planned projects are expected to be implemented in similar location. The Poultry Farm will be at Kitemela Farm, in Muwimbi Village. However, the Company's address in relation to this project will be;

Overland Farms Limited,
Plot No. 39 – D, Chuma Road, Chang'ombe Area,
P.O. Box 5055, Dar Es Salaam, Tanzania
Phone Contact: **+255 747 600 008/+255 746 488 488**
E-Mail: info@overland.co.tz
Website: www.overland.co.tz

Figure 1: Overland Farms Limited Poultry Project Organization structure



CHAPTER TWO

2.0. OVERVIEW OF POULTRY SUB-SECTOR IN TANZANIA

The poultry sub-sector in Tanzania has shown significant growth and transformation over the past decade, positioning itself as one of the fastest-growing segments in the livestock industry. This growth is driven by increasing domestic demand for affordable animal protein, rising urbanization, changing dietary habits, and supportive government policies aimed at boosting local production. Despite several challenges, the sector offers substantial opportunities for investment and socio-economic development, particularly in job creation, nutrition improvement, and rural income generation.

As of 2024, Tanzania's poultry population is estimated at over 90 million birds, comprising approximately 85% indigenous chickens and 15% commercial breeds, which include broilers and layers. Indigenous chickens are largely kept under traditional free-range systems and are dominant in rural households due to their adaptability and low production costs. However, the commercial poultry segment, especially the production of broiler and layer chickens, has expanded considerably in urban and peri-urban areas due to its potential for quick returns and scalability.

The trade in broiler and layer day-old chicks has become increasingly vibrant in recent years. Major hatcheries such as Silverlands Tanzania, AKM Glitters, Interchick, and other regional players produce millions of day-old chicks monthly. Broiler chicks are primarily raised for meat, with a typical production cycle of 5–6 weeks, making them a popular choice for small and medium-scale farmers seeking fast income. On the other hand, layer chicks are raised for egg production and serve both household and commercial markets. The increase in hatchery capacity and distribution networks has helped meet the growing demand for chicks across the country.

Consumption patterns are evolving, especially in urban centers such as Dar es Salaam, Arusha, Mwanza, and Dodoma, where incomes are rising and consumers are seeking affordable sources of protein. Chicken meat and eggs are increasingly featured in household diets, restaurants, hotels, and fast-food chains. While indigenous chickens remain a preferred option for special occasions due to their flavour, broiler meat is gaining ground due to its price competitiveness and consistent availability. Eggs, on the other hand, are consumed regularly and are an essential part of the diet for many Tanzanians.

Price movements in the poultry sector are influenced by several factors including feed costs, disease outbreaks, seasonal demand fluctuations, and fuel prices. Feed constitutes over 60% of total production costs, and price volatility in key ingredients such as maize, sunflower, and soybean significantly impacts poultry farmers' profitability.

In 2023–2024, prices for day-old chicks ranged between TZS 1,800 and TZS 2,000 per chick for broilers, while layers ranged from TZS 2,000 to TZS 2,500. Broiler meat retail prices fluctuated between TZS 6,000 to TZS 8,000 per kilogram, depending on location and season, whereas egg prices hovered between TZS 400 and TZS 500 per egg in retail markets.

Despite these challenges, the market potential for poultry products in Tanzania remains immense. The growing population, estimated to exceed 65 million by 2025, coupled with increasing health consciousness and preference for white meat, continues to drive demand for poultry products. Additionally, institutional buyers such as schools, hospitals, and security forces present consistent bulk demand for eggs and chicken meat. The East African regional market also offers opportunities for cross-border trade, particularly to countries like Rwanda, Burundi, and the Democratic Republic of Congo, which rely on imports for poultry products. Furthermore, there is a growing interest in value addition within the poultry sub-sector. Investors are now exploring opportunities in hatchery establishment, poultry processing, packaging, feed manufacturing, and cold chain logistics to meet modern market standards and consumer preferences. Government support through the Tanzania Livestock Master Plan and facilitation by the Tanzania Investment Centre (TIC) has created a more conducive environment for both local and foreign investors.

The poultry sub-sector in Tanzania is on a growth path. With strategic investment, improved production practices, and strengthened value chain linkages, the sector holds significant promise in contributing to food security, poverty reduction, and economic development.

CHAPTER THREE

3.0. MARKET ANALYSIS

3.1. Current Market for Company Products

Currently Overland Farms Limited has only raw milk as its product from its Dairy Cattle farming project located in Isupilo and Magunga Villages, in Ifunda Ward in Iringa District. This farm produces at least 35,000 liters of milk per day and all milk are supplied to ASAS Dairy Processing Plant and in case of surplus some of raw milk are sold in Dar es Salaam Markets. The Poultry Farming project has not yet started its operations and thus no product is currently supplied to the market from this project.

3.2. Market Niche Focused by the Company

Overland Farms Limited is establishing a poultry breeding project that will specialize in raising 20,000 parent stock chickens for the production of day-old broiler chicks. This project is designed to fill a critical gap in the domestic supply of quality chicks for commercial poultry producers across Tanzania. The company aims to serve a growing segment of small, medium, and large-scale poultry farmers who increasingly rely on consistent and high-quality chick supply to meet the rising demand for poultry meat.

The primary market for these day-old chicks includes individual poultry farmers, agribusiness investors, and large poultry enterprises operating in regions such as Dar es Salaam, Iringa, Dodoma, Mbeya, and Morogoro. These regions are known for their expanding poultry industries driven by population growth, urbanization, and increasing preference for affordable animal protein. Overland Farms intends to position itself as a reliable supplier, offering competitive prices and high survival rate chicks, which are crucial factors for commercial poultry success. In addition to serving the domestic market, Overland Farms has long-term plans to explore regional markets in the East African Community (EAC), particularly in neighbouring countries such as Rwanda, Burundi, Uganda, and the Democratic Republic of Congo. These markets face similar challenges in sourcing quality chicks, and Overland Farms aims to bridge this gap through its well-structured and scalable breeding operation. The project will be integrated with the company's in-house animal feed supply, ensuring that parent stock receives high-quality nutrition, thereby improving productivity and chick quality. This internal synergy also enhances the farm's operational efficiency and cost management, giving Overland Farms a competitive edge in the chick production market. Through this poultry farming project, Overland Farms seeks to address a clear market demand, support Tanzania's food security efforts, promote youth and women

entrepreneurship in poultry agribusiness, and ultimately contribute to national income through job creation and tax contributions.

3.3. Degree of Competition in the market

The poultry farming project by Overland Farms Limited is expected to operate in a competitive market, facing challenges from established chick breeders across Tanzania, particularly in regions such as Morogoro and Arusha where firms like TanBreed and other hatcheries are actively supplying day-old broiler and layer chicks. Despite this competition, Overland Farms is uniquely positioned to gain and maintain a competitive edge through its focus on producing high-quality chicks from parent stock raised under strict biosecurity and modern poultry management standards.

To differentiate itself in the market, the company will implement a sales-by-order strategy to ensure reliable supply for its customers, allowing poultry farmers to plan their operations with confidence. In addition, Overland will establish dedicated sales centers and appoint regional agents to promote its chicks across key markets such as Dar es Salaam, Iringa, Dodoma, Morogoro, and Mbeya regions with growing demand for poultry products due to rapid urbanization and rising protein consumption.

A major advantage for Overland Farms is its integrated value chain, which includes internal production of high-quality animal feed. This ensures consistent nutrition for its parent stock and enhances the quality and survival rate of the chicks. Through this vertically integrated model, strong asset base, and strategic market outreach, Overland Farms aims to become a trusted supplier of chicks across Tanzania, contributing to the growth of the poultry sector while supporting small and large-scale farmers alike.

3.4. Marketing Strategy

To effectively enter the poultry farming market and establish a strong competitive position, Overland Farms Limited will implement a **market penetration strategy, sales-by-contract approach**, and adhere to the **right marketing principles**. The **market penetration strategy** will involve offering day-old chicks at a price slightly lower than competitors, such as TanBreed, to attract customers. This pricing advantage is possible because the company will produce a significant portion of its own feed, reducing production costs. By using the **sales-by-contract strategy**, Overland Farms will secure long-term commitments from customers, ensuring a stable and reliable supply of chicks. This will reduce competition as these contracted customers will be loyal to the company. The company will also follow the **right marketing principles**, offering the right products at the right time, place, and price, with the right promotional strategies. This approach will help Overland Farms effectively position itself in the market, attract new customers, and strengthen its competitive edge.

CHAPTER FOUR

4.0. RISK AND FINANCIAL ANALYSIS

4.1. RISK ANALYSIS

Risk refers to the likelihood of actual outcomes deviating from expected or desired results. The poultry farming project at Overland Farms Limited faces various risks that could affect its success. It is crucial to identify these risks and take appropriate measures to minimize or eliminate them to ensure the project's sustainability and long-term viability. Key risks associated with the poultry farming project include disease outbreaks, which could affect the chicks and result in significant losses. Strict biosecurity measures, including regular health monitoring and vaccination, will be implemented to mitigate this risk. Fire hazards in poultry housing could also lead to major losses, so Overland Farms will invest in fire prevention systems and safety protocols.

Another potential risk is theft, as poultry is a valuable asset. To minimize this, the company will invest in enhanced security measures, including surveillance and secure enclosures. Additionally, market fluctuations in the prices of day-old chicks and feed could impact profitability. Overland Farms will negotiate favourable supply contracts and develop a responsive pricing strategy to manage this risk effectively.

By proactively addressing these risks, Overland Farms aims to safeguard the success and growth of its poultry farming project.

4.1.1. Risk Management Plan

The Risk Management Plan (RMP) has taken into consideration on the three main angles in assessment of the risks associated with the businesses. With RMP in place the risks have been assessed on the basis of:

- (i). Probability of occurrence;
- (ii). Impact on projects success and sustainability; and,
- (iii). Action to be taken to mitigate identified risks.

Table 5 below summarizes the risks associate with the projects, their possibility of occurrence and actions to be taken to mitigate. However, the summarized risks might be not the only risks of engaging in these businesses, the Management of the project will for several time review the projects' risks based on the experience from the actual operations and take appropriate mitigation measures.

Table 5: Summary of the proposed Risks and the Management Plan

Risk	Probability of Occurrence	Impact on Project's Success and Sustainability	Action to be Taken to Mitigate Identified Risks
Disease Outbreaks	Moderate	Significant poultry losses, reduced production, financial losses, and disrupted operations.	Implement strict biosecurity measures, regular vaccinations, health monitoring, quarantine for new stock, and farm sanitation practices.
Fire Hazards	Low	Loss of poultry, infrastructure, and feed, leading to financial setbacks and operational disruption.	Invest in fire safety systems (smoke detectors, fire extinguishers), regular fire drills, and staff training.
Theft	Moderate	Financial losses, disruption of the production cycle, and potential loss of customer trust.	Enhance security with surveillance cameras, fencing, security personnel, and regular audits of stock and inventory.
Market Fluctuations	High	Potential squeeze on profit margins, reduced profitability, and financial instability.	Enter long-term supply contracts for feed and chicks, diversify sales channels, and implement flexible pricing models based on cost structures.



4.2. FINANCIAL ANALYSIS

This part presents the financial performance of the project through analysing basic financial statement and other performance indicators. The part presents; Projected Income Statement (Profit and Loss Account), Balance Sheet (Statement of Financial Position), Cashflow Statement, Sensitivity Analysis, Internal Rate of Return (IRR), Net Present Value (NPV) and Payback Period. All these analyses are in relation to established projects that Overland Farms Limited plan to implement.

4.2.1. Major Assumptions

Projection of results of the project has made under the consideration of the assumptions as presented in **Table 6** below;

Table 6: Assumptions used in Preparation of Financial statements

 OVERLAND FARMS LIMITED  <p>Plot No. 39 – D, Chuma Road, Chang’ombe Area, P.O. Box 5055, Dar Es Salaam, Tanzania Phone Contact: +255 747 600 008/+255 746 488 488 E-Mail: info@overland.co.tz Website: www.overland.co.tz</p>	
<p>INVESTING IN POULTRY FARMING PROJECT WITH THE CAPACITY TO RAISE 20,000 BREEDERS IN MUWIMBI VILLAGE, IFUNDA WARD, IRINGA DISTRICT.</p>	
<p>ASSUMPTION USED IN FINANCIAL ANALYSIS</p>	
1	A business-friendly political, economic and social environment will continue to persist throughout the duration of the project.
2	This project will establish a Poultry Farm for Breeders Parent Stock that will have 20,000 breeders at once .
3	Infrastructure for the Poultry Farm (Breeders) will Cost TZS 1,587,600,000 (Equivalent to 600,000 USD)
4	The Project land and Initial Working Capital Will bde contributed by the Overland Farms Limited
5	Infrastructure funds will be accrued through Bank Loan, that is the Project will apply TZS 1,587,600,000 (Equivalent to 600,000 USD) from TADB to finance procurement and installation of infrastructure at Poultry Farm
6	The proposed interest on the Bank Loan is 7% p.a , charged on reduced balance and repayment made semi-annually.
7	Loan duration will be Six (6) Years, two years of grace period exclusive .
8	Each Parent stock of a Chicken is estimated to Produce a minimum of 160 chicks per year
9	Straight-line depreciation method is used in depreciating fixed assets of the farm.
10	The estimates covers the period of ten (8) years from 2025 to 2032, this means loan repayment will start at the mid of 2027
11	Exchange rate Employed is 1USD= TZS 2,646 BOT rate of 18 Th March, 2025.

4.2.2. Financial Performance

With regard to the aforementioned assumptions, the financial forecasts of the projects illustrate to have strong financial performance as described in the following parts;

4.2.2.1. Income Statements

The projected income statement as indicated in **annex 8** shows the project to have the profit after corporate tax of **TZS 1,660,687,361** during the first year of operation, the profit stand at **TZS 1,603,535,684** in the eighth year of operations. The profit is expected to grow further from the Nineth year of operations after full repayment of TADB loan. Thus, the business is worth to undertake has it records positive value in its Profit and Loss Account during all period under estimations.

4.2.2.2. Projected Cash flow Statements

The cashflows projection portrays a liquidity position for the projects. The project has positive net cashflows during all years of operations. This proves that the business is able to meet its short-term and long-term financial obligations including servicing the loan facility applied from the TADB Bank. The net cashflows in the first year of project operations is **TZS 500,000,000**, the net cashflows is **TZS 1,378,429,666** during the eighth year of operations (**See cashflows Annex 9**).

4.2.2.3. Balance Sheet/ Statement of Financial Position

The projected asset base for the project stands about **TZS 2,779,200,000** during the first year of operations; the capital will accumulate and grow to **TZS 5,904,116,090** during the eighth year of operations. The asset base of the project is more than enough to cover its liabilities throughout the forecast period, meaning that the project will remain solvent throughout its lifetime. The projected balance sheet is available in **annex 10**.

4.2.2.4. Sensitivity Analysis

A sensitivity analysis was carried out on the project to see the effect on the project profitability when sales revenue drops by 5% and when project operating costs increases by 5% assuming other factors influencing profit of the project remain unchanged. The analysis was carried out to find if the project is still financially viable if the sales revenue will be reduced by 5% assuming other factors influencing profit (such as operational costs) held constant. The analysis was also done by inflating the operation costs by 5% at the same levels of sales revenue. Both situations lead to the fall in the profits of the project, however, the events still show the project to be viable since it still generates profit despite of the circumstances applied (**Seen Annex 13 and Annex 14**).

4.2.5. TADB Loan Facilities Repayment Schedules

The loan facility (Principal & Interest) is proposed to be repaid within six years, two years of grace period exclusive. The first instalment is proposed to be in October, 2027 and the last payment to be affected in April 2033. The prepayment is proposed to be semi-annually (every after six months) as proposed in loan repayment schedule presented in **annex 12**. **The company also requests the grace period of two years** from the date of disbursement of the loan in exclusive of six years of loan repayment duration.

CHAPTER FIVE

5.0 ECONOMIC AND SOCIAL VIABILITY

5.1. Overall Benefits of the projects

These projects once implemented as planned will offer a number of economic and social benefits to the owners, employees, people around the project area and Tanzanians at large. The project is expected to create about twenty-Seven (27) permanent and pensionable jobs- **See Annex 7**, more than 50 directly but casual jobs, and at least 200 jobs along the value chains. Projects will as well contribute to the increase in the income of individuals involved in the value chain and thus raise the level of their livelihoods. Apart from the listed benefits, these projects will pay corporate tax, and PAYE to the Government of URT; this will enable the government to improve different community services in the country.

5.2. Socio-economic Benefits of the Project

The Poultry Farming Project by Overland Farms Limited is not only expected to bring substantial financial returns but also generate significant social and economic benefits for the surrounding community and the country as a whole. The project will create over 200 employment opportunities across various sectors of the poultry value chain. This includes permanent and pensionable jobs, casual labour roles, poultry keepers who will receive day-old chicks from the project, as well as opportunities for feed suppliers, farm technicians, transporters, and other service providers.

The establishment of the poultry farm will also provide a steady market for smallholder poultry farmers in the surrounding areas, who will benefit from access to high-quality chicks for their own poultry operations. These farmers will have the opportunity to increase their production and contribute to the region's overall poultry supply. In addition, Overland Farms Limited intends to make its poultry farm a hub for knowledge transfer, offering affordable technical advice on poultry farming, biosecurity measures, and best practices to local farmers. This support will strengthen the capacity of the community's poultry sector and improve productivity. The project will stimulate economic activity in the region, supporting the growth of local businesses in feed production, transportation, and veterinary services. It is expected to increase liquidity in Iringa District, contributing to improved living standards for local residents. Furthermore, the success of the poultry project will contribute to the company's profitability, generating additional corporate tax revenue for the Government of Tanzania.

CHAPTER SIX

6.0. SWOC ANALYSIS

This part describes Internal and External Business environment that Overland Farms Limited Operates. The analysis focuses to describe Strengths of the of the company, Weaknesses, Opportunities available in the market and Challenges that are expected to be encountered by the company in relation to planned Project. The Analysis is described below;

6.1. Strengths of Overland Farms Limited

- ✓ The company already Own 6,500 acres of farm land in Ifunda Ward, in Iringa District;
- ✓ The Company has Dairy Cattle farm with 1,418 that produce approximately of 35,000 liters of raw cattle milk per day;
- ✓ The company has Competent Management Team with diversity of Knowledge and Skills needed in running the proposed projects; and,
- ✓ The Company has large Fixed Asset (Non-Current Assets) based of more than TZS 17,838,124,235. These are investments in the Isupilo, Magunga and Muwimbi Villages farms.

6.2. Weakness of Overland Farms Limited

- ✓ Insufficient working capital to invest in strategic projects; and,
- ✓ Un promising connection to regional markets (EAC and SADC Markets for its agribusiness projects.

6.3. Opportunities available in the sector

- ✓ High population growth rate that ensures the market for farm products;
- ✓ Raised income of individuals and urbanization that raise the demand for meat-chicken;
- ✓ Friendly business environment and political stability in Tanzania;
- ✓ Technological advancement that has simplified marketing and distribution of product;
- ✓ Presence of Financial Institutions and Agribusiness loan product;
- ✓ Tanzania being a member to the regional blocks EAC and SADC simplified international trade among the member states; and,
- ✓ Opportunity in the labour market to supply required skills in cost effective manner.

6.4. Challenges that exist in the market

- ✓ Existence of competitors in the sector;
- ✓ Existence of pests and diseases;
- ✓ Market movements/price instabilities;
- ✓ Difficult to increase supply of the products within a short-period of time; and,
- ✓ Difference in standards requirements among nations, this affects export volumes
- ✓ Unreliable weather and climatic changes

CHAPTER SEVEN

7.0. CONCLUSIONS AND RECOMMENDATIONS

7.1. Conclusion

The analysis of the project shows that it is technically feasible, socially and economically desirable, and financially viable. There is a growing market for products that the Overland Farms Limited produces/will produce in planned project not only within the country but also throughout Africa and the World at large. The project will therefore allow the company to gain a market share and conceive desired benefits out of the planned investments and manage to repay the TADB loan within the agreed duration.

7.2. Recommendations

In view of the preceding analysis, it is therefore recommended the following;

- (a) **Tanzania Agricultural Development Bank (TADB)** positively consider and approve a long-term loan facility of **TZS 1,587,600,000** (One Billion Five Hundred Eighty-Seven Million Six Hundred Thousand Only). This funding will specifically support the establishment of the Poultry Farming Project;
- (b) The requested loan terms include an interest rate not exceeding **7% per annum**, calculated on a **reducing balance basis**, with **semi-annual repayments** and a **two-year grace period**, exclusive of the six-year loan repayment period; and,
- (c) Furthermore, **Overland Farms Limited respectfully requests the Tanzania Investment Center (TIC)** to formally register this Poultry Farming Project as a strategic investment. Registration with TIC will facilitate access to investment incentives, regulatory support, and streamlined services, enabling smooth implementation and long-term sustainability of the project.