

U- FRESH FOOD LIMITED

PROPOSED BUSINESS PLAN FOR EXPANSION OF FRUIT PROSESSING FACTORY IN KIBAHA MUNICIPAL ,PWANI REGION, TANZANIA.



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List of Abbreviations

CAPEX – Capital Expenditure
EIA – Environment Impact Assessment
EU – European Union
GDP – Growth Domestic Products
Kg – kilo gram
IRR – Internal rate of return
MT – Metric Ton
MIS - Management Information System
NBS – National Bureau of standard
NEMC – national Environment Management Council
OPEX – Operating Expenditure
KVA –Kilovolt Amperes
MWAUWASA–Dar es Salaam urban Water Supply
Authority SIDO- Small Development Organization
TANESCO – Tanzania Electric Supply Company
TISEZA- Tanzania Investment and Special Economic Zone Authority
TZS-Tanzania Shillings
TZS – Tanzania Shilling
US\$ - United State Dollar
VETA - Vocation Education Training Authority
VAT – Value Added tax

Executive Summary

U-Fresh Food Limited is a limited liability company registered in Tanzania under Certificate of Incorporation No. 95698 issued on 07 December 2012. The company has established itself in fruit processing and beverage manufacturing, producing a range of products including juice, soda, flavoured milk, and other carbonated drinks. Its main processing facility is located at Plot No 103 Block B & Plot No. 75 & 76 Misugusugu, Kibaha Area Dar es Salaam. The company is currently undertaking a major expansion to scale up production capacity and meet growing domestic and regional demand. U-Fresh Food Limited employs over 27 staff across various professional categories and is positioned to significantly expand employment as operations scale.

The company is implementing an integrated expansion project valued at **USD 8,000,000**, financed through **80% equity (USD 6,400,000)** and **20% loan financing (USD 1,600,000)**. The project's initial asset base includes **current assets of approximately USD 1.7 million** and **net fixed assets of USD 5.96 million**, forming a strong foundation for production scale-up. Financial modelling for the project has been developed over a **10-year horizon**, demonstrating robust growth, strong liquidity, and long-term sustainability.

Projected revenue from beverages and fruit-based products in the first year of full operation is estimated at **USD 15,030,000**, with approximately **25% of output targeted for export markets**, generating significant foreign exchange earnings. Revenues are expected to grow steadily over time, supported by increasing market penetration, production efficiency, and product diversification.

The updated financial analysis confirms that the project is **highly viable and financially robust**. Net operating cash flow in the first year is estimated at **USD 6.69 million**, increasing progressively to nearly **USD 9.8 million by Year 5**. The project maintains a **strong positive cash flow position throughout the project life**, with cumulative cash balances growing significantly, reflecting excellent liquidity and the ability to meet operational and financial obligations comfortably.

The project demonstrates **strong profitability and capital efficiency**, with Return on Investment (ROI) exceeding **80% in the first year** and improving steadily in subsequent years. The loan component is modest and declines consistently over time, reducing financial risk and strengthening the company's balance sheet.

Depreciation of fixed assets has been applied using standard industry rates consistent with Tanzanian financial reporting practices, including **12.5% for plant and machinery**, ensuring realistic asset valuation and accounting for wear and tear over the project lifecycle.

A comprehensive risk assessment has been undertaken, incorporating a structured risk management framework that identifies and mitigates operational, financial, and market risks. This approach ensures resilience and long-term sustainability of the project.

Economically, the project is expected to generate significant impact through **job creation, value addition in agro-processing, and increased government revenues through taxation**. It will strengthen local supply chains, support farmers, and enhance Tanzania's position in regional and international beverage markets. The export component further contributes to **foreign exchange earnings and trade balance improvement**.

Overall, the project aligns strongly with Tanzania's national development priorities, including **industrialization, agro-processing value addition, export promotion, and**

private sector-led growth, making it an attractive opportunity for investors and strategic partners.

1.0. Introduction

1.1. Fruit and industry in Tanzania

U-FRESH FOOD LIMITED is matching grants opportunity for businesses in Tanzania that wish to develop or increase their ability to trade, support product quality improvement and the meeting of international standards to access potential markets within and outside Tanzania. In this respect the company is planning to establish integrated project for processing Fruit and fruit products in Dar es Salaam Region that will support government initiatives endeavour to develop the business sector as an engine of pro-poor economic growth, in line with Tanzania's National Strategy for Growth and Reduction of Poverty (MKUKUTA).

Since its establishment 2012, the company has managed to establish different juice processing factories have long established economic activities in Tanzania, but still their outputs/products are not enough to meet the growing demand of the domestic and international market. This has led to the company to consider project expansion strategy in order to at least meet the demand of affordable fruit juice in the lake zone regions.

1.2. Demand of beverages and by products in Tanzania

Tanzania Market for Fruit and fruits by product processed is forecasted to reach US\$ 29.8million per annul respectively¹. The major expansion of integrated factories in Dar es Salaam which will provide both direct and indirect employment in Tanzania.

Processed fruits, fruit processing firms in Tanzania were not able to utilize their capacities almost throughout the year with very low-capacity utilization during off season². Processors had difficulties of marketing some of their processed products during both harvest and off season, partly due to stiff competition from imported products. With the exception of locally processed fruits, households consumed significantly larger quantities of imported processed products than similar products processed locally. Based on this plan, the company has explore this opportunity by establish fruit processing plant, this will stimulating and promoting processing, marketing and demand for locally processed fruits by improving capacity utilization of processing firms, improving market access, improving and maintaining quality standards of processed products.

In an effort to strengthening the country economy, the Government of Tanzania cited Fruit and fruits by product industries as one of the potential revenue and

job creation sector, its important is not only to social economic development, but has positive significantly towards economic development. U-FRESH FOOD LIMITED decided to establish integrated Fruit and fruits by product factories as major expansion of related products from purchasing agricultural products from Tanzania Farmers as raw materials for production and some will be imported as additives and flavors to suit customer satisfaction in Tanzania.

Considering such level of market growth and demand driven variables with notably absence of local manufacturing facilities already functioning in Tanzania and neighboring countries, the investment venture will become potentially profitable business.

2.0. PROJECT OVERVIEW

2.1. The Industry ownership and share distribution

U-FRESH FOOD LIMITED is a limited liability company registered in Tanzania under Certificate of Incorporation No. 95698 issued on 07 December 2012. The company operates at Plot No 103 Block B & Plot No. 75 & 76 Misugusugu, Kibaha Area Dar es Salaam. To meet the increasing demand for its products across the Coastal Region the company has expanded by setting another production area in Kibaha.

Over the years, the company has employed more than 100 workers across various professional categories. The new facility in Kibaha District is expected to create an additional 100+ direct jobs, prioritizing youth and women, while also generating substantial indirect employment through product distribution channels.

The expanded factory will source raw materials such as fruits and agricultural inputs from Tanzanian farmers, while certain additives and flavors will be imported. The project includes installation of two additional production lines for fruit and fruit by-product processing, covering machinery acquisition and installation, operational and management expenses, and product distribution costs.

Furthermore, the project entails the installation of two new machines as part of the company's intention to apply for a **Tanzania Investment and Special Economic Zones Authority (TISEZA) Certificate of Incentives**, which will enable the company to benefit from duty exemptions, VAT deferments, and other fiscal and non-fiscal incentives provided under the Tanzania Investment and Special Economic Zones Act (2025).

The initial Authorized Share Capital of the company is Tshs 100,000,000/= divided into 10,000 ordinary shares of Tshs 10,000 each and the company have the power to divide the original or any increased capital into several classes, and to attach thereto any preferential, deferred, qualified or other special rights privileges, restrictions or conditions. Unless the conditions of issues shall otherwise expressly declare, every issue of shares, whether preference or otherwise, or any such rights, privileges or conditions shall not be altered or modified except in accordance with the registered Articles or Association. The liability of the members is limited and the following names compromise the company ownership and principal shareholding as illustrated on

Table 1: Company Ownership and Principal Shareholders

S/N o.	Shareholder's Name	Address	Number of Shares
1	Jianyong Chen	P O Box 30880 KIBAHA PWANI	5000
2	Jinsong Chen	P O Box 331, ACCRA, GHANA	5000

The address for this company is;
U-FRESH FOOD LIMITED;
P O Box 30880,
KIBAHA PWANI, TANZANIA.

2.2. Project Description

2.2.1. Expansion of Fruits processing factory overview

U-FRESH FOOD LIMITED will expand its production of can juice to a wide range of products such as Carbonated soft drinks, milk flavored juice and milk flavored drink. The main products ranges from soda, juice, glass juice flavored milk and tube ice, the main raw materials used are fruits from local farmers and imported flavours from different parts of the world. The processing of the fruits to be used consist of four steps. In the first step, washing, cleaning, grading and peeling of matured and fully ripe fruits is done. Thereafter, juice is extracted from fruits and then it is filtered to remove seeds, fibers, etc. This juice is then processed, sterilized and bottled after adding preservatives. In case of squash, syrup of sugar along with preservatives is added to juice and this mixture is stirred till a uniform solution is formed and then it is bottled:

This unique industry is primarily a legacy of Government policies that promote labor intensive and increases employment for Tanzanian. The project is expected to start by early June 2026, whereas the raw material during the start of project will be from Tanzania farmers. The project will install a fully packages automated fruit processing machines from China that will cost 2,300,000.00 US\$.

In the first year of operation, the project will install fully complete set for both machines whereas for fruits/beverage, water and soda processing machines with a capacity of 25, 50, 30 Metric Liters, beverage, water and sodas respectively per day. The plant capacity during the first year of production will be 75% operations and as the plant successfully win the market will be operated to 100%. Selling plan of the said products is 0.196, 0.1, 0.13 USD of beverages, water and sodas respectively. Raw material mainly are from Tanzanian farmers and other ingredients will imported, Expected stock for raw material is 3-4 months so as the company will have a continuous operation in case of delay of importation of raw material from china to Tanzania.

2.3. Project Cost & Financing Pattern

The proposed integrated project is estimated to cost a total of USD 8,000,000, financed through 80% equity contribution amounting to USD 6,400,000 and 20% loan financing totaling USD 1,600,000. The project's asset base in the first year comprises current assets of approximately USD 1,700,000 and net fixed assets valued at USD 5,959,000, resulting in a total asset position exceeding USD 22 million when combined with accumulated cash reserves (see Annex III – Projected Balance Sheet). Total liabilities are primarily composed of the long-term loan, which declines progressively from USD 1,600,000 in Year 1 to USD 320,000 by Year 5, reflecting a strong repayment capacity and improving solvency position.

2.4. Business Plan Objectives

The objectives of this study are two-fold. First is to determine the viability of the

proposed project expansion and serve as a business plan for the company's development program. First, it will be as a road map for running of the proposed projects. The project promoters have commissioned a reputable engineering and project planning consulting firm to advice on detailed technical and economic evaluation of the project and in determining its viability. As the report will be used to raise debt financing for the project, it is tailored to meet standard requirements of financial institutions in the region.

Secondly, it is meant to facilitate the application for Tanzania Investment and Special Economic Zone (TISEZA) Certificate of Incentives so as to access exemptions on duties, VAT deferments and other benefits and protections as statutorily provided for under Tanzania Investment and Special Economic Zone Act (2025).

2.5. Product: Demand and Market Analysis

2.5.1. Market potential for the Expansion of Fruit and fruits by product:

The market potential for U-FRESH's expanded production of fruit juices and fruit by-products is robust, driven by both domestic demand and export opportunities within the East African Community (EAC). The company's strategic decision to expand operations from the existing facility in Kibaha Pwani and establishing an expansion facility in a new location in Kibaha supported by strong consumer demand, favourable demographics, and growing regional market integration.

Domestic Market Potential

Tanzania has experienced a significant rise in the consumption of processed food products, including packaged fruit juices and related fruit-based goods. Factors contributing to this growth include:

- ✓ Rapid urbanization and changing consumer preferences toward ready-to-drink and hygienically processed beverages.
- ✓ Increasing awareness of health and nutrition, leading to higher preference for natural fruit juices.
- ✓ Growth of retail outlets, supermarkets, and hospitality industry (hotels, restaurants, schools, hospitals), particularly in urban and peri-urban areas.

Market intelligence conducted by U-FRESH indicates a **substantial unmet demand** for fruit juices and fruit by-products in the domestic market. Existing suppliers are unable to fully satisfy current consumption levels, creating strong market entry and expansion opportunities. Given these conditions, selling the bulk of production locally (75%) is considered viable and sustainable.

Furthermore, even under circumstances where export markets face disruptions, the **domestic market alone is capable of absorbing the entire production volume**, ensuring continued business stability.

2.5.2. Market Competitiveness and Prospects

The fruit juice and fruit by-product industry in Tanzania is expanding but remains far from saturation. The industry is expected to increase competitiveness by offering:

- ✓ High-quality standardized products.
- ✓ Locally sourced raw materials that support sustainability.
- ✓ Improved distribution efficiency due to proximity to multiple market corridors.

Overall, the market prospects for U-FRESH are highly favorable, supported by strong demand trends. The company's strategic expansion model deliver directly to importer from Kenya, Burundi, Rwanda and south Sudan. Likewise, local buyers are expected to collect their requirements of the various products, but the promoters will be flexible to deliver the goods on demand.

2.5.3. Pricing strategy

The basis for pricing has been from observations and data collected from various parts of Tanzania, market behavior of raw materials and by-products, production costs and profit margins. Packaging will be done in good quality material, the pricing has been estimated at annual sales increase of 5% and this should allow a very high standard of packing. The industry after making a marketing research has come with the following proposed prices status; price per litres 0.196, 0.1, and 0.13 US\$ for beverage, water and sodas respectively.

2.6. Technical Characteristic of the project.

2.6.1. Project Location

The expansion project will be developed at U-FRESH FOOD LIMITED compound located in Plot No 103 Block B & Plot No. 75 & 76 Misugusugu, Kibaha Area Dar es Salaam. This area is seen as potential as it gives a room for further expansion also making it easy to access the Dar es salaam market which is the larger market in terms of population for our products. The existing facility in Kibaha could not feed the growing demand in Dar es Salam and Pwani as well as the neighboring regions ie Morogoro, Dodoma, Lindi and Mtwara.

2.6.2. Project Site analysis

Based on physical inspection of the proposed site, the availability of basic and essential industrial infrastructure such transport, water supply, effluent disposal, electric power supply, telecommunication system and security were all checked out and they were satisfactory for factory establishment. The realization of the project development requires successful completion of a number of necessary activities and facilities to enable a successful development of the project. The project location is already installed necessary utilities such as reliable supplies of energy, water, transportation, telecommunications services, waste disposal and other services are in place.

2.6.3. Land Acquisition and Buildings

The company acquired land in Kibaha District and construct a modern processing facility comprising of warehouse and office buildings. The project will include the development of floor plans, elevations, and other related structural designs, all of which will be implemented as part of the proposed investment.

The total cost of land acquisition, registration, and construction of factory buildings has been fully incorporated into this business plan. The structures will include dedicated facilities for the storage of raw materials and finished products, as well as administrative and operational offices. The estimated cost for land acquisition and construction of storage, processing, and office structures is USD 2,341,000.

2.6.4. Machinery and Equipment:

Proper machinery selection is one of the key problems in the development of an industry. The machinery must suit the two-fold requirements of the developing countries, i.e. it should be up-to-date to allow for competitive production. In view of the foregoing, an effort has been made to choose from modern technological alternatives, a level that strikes a balance between fixed costs based on depreciation of 12.5% and variable costs based essentially on wages.

The requirements of various items of equipment have been worked out taking into consideration the production programs, average equipment utilization and normal productivity level of an average worker etc. While working out details of equipment required, it is assumed that the plant will operate for a double shift with approximately of 8 hours per single shift,(makes 16 hours/day) in a day, 25 days a month or 300 days per year. The total cost of machinery will for expansion will be 1559,000 USD.

2.6.5. Motor Vehicles

10 Vehicles truck for distribution and 6 fork lift will purchased at the total price of 2,000,000. Truck will be for local collection and distribution. The company will hire Heavy truck for regional distribution. These are essential to ensure that the company has a reliable supply to potential customers before hiring a potential distribution company.

2.6.6. Furniture & Fittings

This cost item includes the purchase of various office furniture: tables, chairs cabinets, safes, telecommunication gadgets, firefighting equipment, air conditioners etc. 400,000 US\$ is estimated cost for purchasing furniture and fittings.

2.6.7. Computers & Accessories

It is the directors desire to computerize the project operations from the point of identifying the need till the final product reaches the final consumer. Included in this cost item are a good Accounting package/software, network facility to suffice all departments and management. The company will have an efficient Management Information System (MIS) and the computers are necessary for the effective internal control system, budget control, marketing, finance management etc.

2.6.8. Pre-Operational Expenses

Under pre-operational expenses are considered costs like company formation, preliminary project studies, business plan preparation costs, licenses, permits and authorization, including processing of TISEZA Certificate of Incentives, and legal fees, travelling expenses, initial recruitment and training expenses, and interest accrued during project construction period. The total cost of pre-operational expenses is estimated to be 500,000.00

2.6.9. Initial Working Capital

This item will mainly cover initial imports of raw materials estimated to last for the first three months of operations. Otherwise, raw materials will generally be maintained at one month's stock and debtors at one month's sales volume constitute the biggest portion of current assets. Trade credits will be 15 days for the items listed. The total operational cost allocated budget is 1,200,000.00 US\$.

2.6.10. Project Financing

The project costs, including fixed costs (machinery, equipment, building, motor vehicles, office furniture and equipment and pre-operation expenses will be financed by a shareholders and loan facility. The project promoters are planning to finance project cost in the following pattern:

	Financing Pattern	Amount	Percentage
1	Equity	6,400,000	80%
2	Loan	1,600,000	20%
	Total Investment	8,000,000	100%

2.6.11. Project Implementation

Full implementation of the project is planned to take place by mid June, 2026 and all machines has been ordered for importation from abroad.

2.6.12. Auxiliary Materials/ services

Falling under this category is packing bags, paper for bags for bran, lubricants, grease and other miscellaneous items.

Utilities and service facilities that will need to be provided in this plant are as follows:

- (i) Workshop and laboratory
- (ii) Electric power
- (iii) Water supply
- (iv) Miscellaneous facilities {Canteen; First Aid Kit, Storage and transport and Office Facilities}

(i) Workshop and laboratory

It is necessary to make provision for a small workshop in the plant premises so that certain maintenance operations could be carried out following sudden breakdowns and major routine matters.

The facility will comprise of necessary machines like small centre lathe, drilling machine, welding set, soldering and gas-cutting equipment including complete electrical kit to take care of necessary electrical maintenance as well as to replace worn-out parts and periodic oil and greases needs for the plant. Equipment provision has been restricted to the minimum. Installation of Laboratory for test quantity and quality of products has been considered to the project

(ii) Electric Power and Generator

The proposed projects will be supplied with industrial production 3-phase standard power supply from Tanzania Electric Supply Company (TANESCO), the electricity is available through the National Grid Line in 60MW power plant at Kibaha power station . There also heavy2 standby generators that will smoothen production process that generate 500 and 800KW.The U- FRESH FOOD LIMITED also install an online UPS system that secures clean and uninterrupted power free of surges, brownouts, fluctuations and other power problems.

(iii) Water Supply

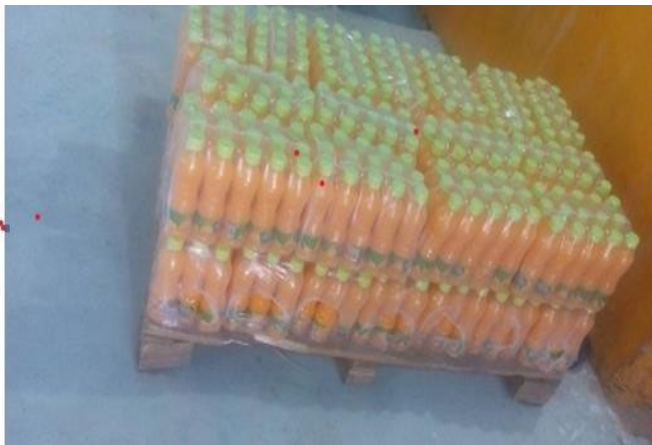
Apart from the needs of electric power, water is also required for the actual process and other social needs. The proposed site has close to DAWASA water network, the agency is major supplier of water to urban and peri urban area in the city while depending on water supply from DAWASA. The main line from this source has been tapped and let to the land site and water collected in an overhead reservoir provided at the top of the building of the plant. Adequate provision has been made in the project cost for the overhead tank and supply and laying of

pipelines etc.

(iv) **Miscellaneous Facilities e.g. First Aid Kit, Storage and Transport, Office Facilities etc**

- Provision has been made in the project costs for necessary facilities for external telephones and fire alarm system;
- Sickness and ill-health are recognized to be among the cause of absenteeism and low morale leading to decreased production, increased waste and bad employee-management relations. Therefore, necessary provision has been made for the canteen and first aid facilities in case of accidents, sudden sickness etc.
- Storage and transport needs of the plant have been duly recognized and been attempted mostly manual. Regarding transport, 5 Light trucks with a capacity of 15MT will be purchased and other heavy truck will be hired for regional distribution will be added.
- Necessary provision for furniture and office equipment has been made in the Capital Cost estimates.
- Provision has also been made for the various types of weighing equipment in various sections for material-handling equipment etc.

2.6.13. Warehousing and distribution



U-FRESH FOOD LIMITED's warehousing service is ready in place to meet 24/7/365 with produced products and raw materials imported. The efficiency of on-site combined with 6 loading docks (focal lift) will accommodate all needs and reduce supply chain costs. The industry will use electronics inventory management system means will ready for the

efficiently movements of goods to next level.

The industry will use quick dispatch for fast distribution of final products and packed by manual means or by semi-automatic machines. The industry will take Extra care is therefore taken to make it hygienic so that the products do not get spoiled during storage.

2.6.14. Waste management for industry

In order to create a sustainable society, it is necessary to develop effective utilization of all sorts of wastes. One of the major wastes from our living is fiber wastes. Fiber wastes are generally divided to nonindustrial (organic chemicals) and industrial wastes (inorganic Chemicals)

In this strategic management for a U-FRESH FOOD LIMITED; the industry has to move from an understanding of improvement at all costs to an understanding of continuous and balanced improvement once established. In modern times, environmental protection is being implemented not because it is enforced law, but as an administrative philosophy.

Due to the nature of project, the company must think of installation of treatment plant, TP as many wastes will be produced after peeling of fruits, processing etc. Rapid degradation in environmental conditions has changed at attitude of industrial managers toward ecological environment and had them consider ecology a significant factor while taking decisions related to industrial management. Parameters responsible for environmental pollution include chemicals discharged into air, water and soil as well as energy pollution all these will taken into consideration of the proposed project.

Noise pollution caused by poorly planned settlement programs is also included in this plan. Furthermore, safety and health of those working in production will be also taken into account by installing modern machines free from noise pollution.

3.0. ORGANIZATION AND MANPOWER

REQUIREMENT AND PROPOSED SALARY BUDGET

3.1. Employment

The whole process of production lines is looking at providing direct employment to at least 272 permanent jobs on full implementation and operation of the project. Thereafter most of the production supervision will be taken over by local Tanzanians who by then will be expected to have acquired adequate experience in the operations and management of the project.

3.2. Recruitment

Recruitment of the 246 persons will be carried out by giving first preference to ex-technician from our local technical institutes such as Vocation Education Training Authority "VETA" and existing employees of the company, based on demonstration of skills and aptitude basis and their willingness to work for U- FRESH FOOD LIMITED. Careful methodology is being worked out by a competent management consultant who will set the job descriptions etc. To ensure that the right caliber is recruited. Recruitment of expatriate personnel will be carried out in consultation with the relevant authorities in Government and the collaborating agencies.

3.3. Training and the use of Consultants

The Company plans to initially carry out on the job training for most of the technical staff by China expert (depending on the source of technology) to be dispatched to the project site by the suppliers of the plant which will be specified under sales agreement. Later on, the maintenance staff will be sponsored to go on field trips outside the country with the manufacturers of the machinery in China so as to familiarize themselves with the operations of the plant and machinery. In general the company will ensure that employees acquire new skills and procedures to increase their productivity fourfold. Educational materials will be subsidized or paid for to motivate the workers to develop themselves.

Whereas the company will endeavor to obtain the best talents to fill the permanent posts in the organization, it is intended where necessary, to continue with the policy of hiring out some specialized skills by way of consultants. Alternatively, those skills not required throughout the year will be left to consultants. These include legal counsels, systems and management consultants. To ensure efficient and scientific management, operational manuals will be prepared for the core functions of the company.

3.4. Organization and Management

The project will be managed by qualified professionals given the vast experience that the promoters have acquired over years in running and managing similar businesses. The Board of Directors formulates policy and offer strategic business guidance to management and regularly monitor and evaluate performance of the company.

All the production line will have its own management under which the day to day leader/management of each production line will be vested in the management team headed by a Production Manager. The Production Manager is to be assisted by qualified and experienced personnel. The Production Managers will report to a General Manager who will be directly responsible to the Board of Directors.

Proposed organization and manpower requirement for the plant is as follows:

A.ADMINISTRATION DEPARTMENT	FULL TIME STAFF	MONTHLY SALARY FULL TIME STAFF	TOTAL ANNUAL SALARY
DEPARTMENT	POSTS	AMOUNT USD	AMOUNT USD
EXCUTIVE DIRECTOR	1	1,000	12,000
LOGISTIC OFFICER	2	500	12,000
DRIVER	2	270	6,480
SUB TOTAL	15	2020	60,480
B.FINANCE AND MARKETING DEPARTMENT	FULL TIME STAFF	MONTHLY SALARY FULL TIME STAFF	TOTAL ANNUAL SALARY
DEPARTMENT	POSTS	AMOUNT USD	AMOUNT USD
CHIEF ACCOUNTANT	1	800	9,600
ACCOUNTANT	3	600	21,600
MARKETING MANAGER	1	550	6,600
MARKETING OFFICER	2	330	7,920
PROCUREMENT OFFICER	6	500	36,000
DRIVER	4	270	12,960
TOTAL	17	3050	94680
C. OPERATIONAL DEPARTMENT	FULL TIME STAFF	MONTHLY SALARY FULL TIME STAFF	TOTAL ANNUAL SALARY
DEPARTMENT WATER AND SODA PRODUCTION	POSTS	AMOUNT USD	AMOUNT USD
QUALITY CONTROL	3	650	23,400
ICT EXPERT	2	650	15,600

OPERATORS	12	320	46,080
MOLDING EXPERT	4	200	9,600
ELECTRICIAN	1	350	4,200
MECHANICS	1	350	4,200
HELPERS	6	250	18,000
SECURITY GUARD	10	250	30,000
DRIVERS	30	270	97,200
SUPPORTING STAFFS	50	200	120,000
TOTAL	119	1820	368,280
DEPARTMENT FRUITS AND BEVERAGE PRODUCTION	POSTS	AMOUNT USD	AMOUNT USD
QUALITY CONTROL	3	650	23,400
ICT EXPERT	2	650	15,600
OPERATORS	12	320	46,080
ELECTRICIAN	1	350	4,200
MECHANICS	1	350	4,200
HELPERS	12	250	36,000
DRIVERS	30	270	97,200
SUPPORTING STAFFS	60	200	144,000
TOTAL	121	1970	370,680
GRAND TOTAL	272.00	8860.00	894,120.00

4.0. FINANCIAL ANALYSIS

4.1 Production, Revenue and project viability

- The estimated annual revenue from the sale of fruits and fruit-based products, including 25 ml, 50 ml, and 30 ml packs of juice, flavoured milk, soda, and carbonated drinks, is projected at USD 15,030,000 in the first year of production, exclusive of Value Added Tax (VAT).
- Gross sales contribution in the first year of production is estimated at **22%**, with significant improvement expected in subsequent years as production efficiency and market penetration increase.
- Sales revenue is projected to grow annually at **10%**, while production costs are expected to increase at an average rate of **10%**, mainly driven by inflationary trends.
- The **total investment cost of the project is USD 8,000,000**, financed through **80% equity contribution amounting to USD 6,400,000** and **20% loan financing totaling USD 1,600,000**.
- The project's cash flow position remains positive throughout the project life, with **ending cash balances increasing steadily each year from USD 14.37 Million in Year 1 to over USD 47.23 Million by Year 5**, indicating strong liquidity and the ability to meet operational and debt obligations.
- Financial viability analysis indicates that the project is **highly profitable and economically feasible**, with strong and increasing returns over time driven by revenue growth and operational efficiency improvements.
- **Net operating cash flow in the first year is estimated at USD 6,687,253, increasing steadily to approximately USD 9,793,156 by Year 5, reflecting sustained growth in profitability and operational performance.**
- **Net profit after tax** in the first year of operation is estimated at **USD 229,236**, with a consistent upward trend in subsequent years. The project is expected to contribute positively to national revenue through **corporate tax payments of approximately USD 98,244 in Year 1**, increasing annually as profitability grows.
- Project assets in the first year comprise **current assets of USD 1,700,000, net fixed assets of USD 5,959,000**, and strong cash reserves, resulting in a total asset base exceeding **USD 22 million**, which continues to grow significantly over the project period.
- The project maintains a **strong financial structure**, characterized by low leverage, with the loan balance declining steadily from **USD 1.6 million in Year 1 to USD 0.32 million by Year 5**, thereby improving solvency and reducing financial risk.
- **Return on Investment (ROI) is high and improving, rising from**

approximately 84% in Year 1 to over 120% by Year 5, reflecting efficient utilization of capital and strong income generation capacity.

- Depreciation of fixed assets has been applied using standard industry rates, particularly **12.5% for plant, machinery, and technical equipment**, ensuring realistic asset valuation and accounting for wear and tear over the project lifecycle.

5.0. RISK ANALYSIS

Risk is the probability that an event or action will adversely affect the organization. Risk assessment is the identification and analysis of risks associated with the achievement of operations, financial reporting and compliance goals and objectives. Risk management is a central part of the U- FRESH FOOD LIMITED. The Industry's management will determine the level of operations, financial and compliance risk they are willing to assume. Risk assessment is one of the Company's management responsibilities.

5.1. Macroeconomic risk analysis

Since early 1986, the Government of Tanzania has launched a comprehensive economic policy and stabilization plan with the aim to enhance the amount of infrastructure construction and improve the lives of the poor. During this time the main economic indicators significantly improved. However, uneven development of various region in the country, lack of relevant infrastructure in transportation, telecommunications, networking, health facilities, electricity and water supplies have proven to be investment barriers. Overall, Tanzania has a weak economic foundation but the project can achieve a greater impact in attaining social and economic goals for the country.

5.2. Finance risk analysis

- a) **Supply Risk:** The risk in Primary production relates to supply of raw material, transportation and price fluctuations. There is no assurance of enough supply of raw materials in the local market instead mostly of raw materials are imported.
- b) **Processing Risks:** The technology, machines and equipment used in fruits production are in rudimentary stages all of which contribute to reducing production efficiency. Also quality/food safety and standards consideration in the production environment is limited. In fruit factory facilities operation know-how is very low as there are notarized labourers.
- c) **Sales/market risk:** Placing value added products on the consumer markets bears risk of demand fluctuations and rejections through retailers. Furthermore, consumers are not aware of the fruit factory quality and safety criteria and are usually very price sensitive.

5.3. Other potential external risk

- a) **Lack of Governance:** the governance mechanism in the value chain is underdeveloped, actors operate in an uncoordinated and unorganized fashion, and if rules exist they are often ignored;
- b) **Lack of market coordination:** No lead organization has a coordinating role in relation to markets, technology and information such that producers

and processors have no incentives for improving neither their product nor the chain process to promote sustainable income earning opportunities;

c) Unclear and conflicting roles regulatory authorities: Regulatory Agencies are responsible for quality control as well as enforcing NBS, NEMC etc, are regulatory role in issuing licensing etc

d) Industry associations: Associations are weak at all levels of the chain;

e) Operating procedures: Standard procedures are inadequately enforced, or not enforced at all, because of relaxed production and trade regulations; and

f) Integration: there is little vertical integration of importers, mid chain actors and processors.

5.4. Mitigating potential risk

The development of a large and complex project such as U-FRESH FOOD LIMITED is necessarily accompanied by multiple risks during all the phases of the project development, construction, operation and maintenance. The right approach to manage the project in a manner which is fairly and adequately address the multiple risks in a comprehensive as well as systematic manner is to use the risk analysis and management methodology which identifies the risk issues and their instrumental cause. In this regard, the risk is eliminated or effectively managed by the party best suited with capacity to handle or deal with the risk factors.

6.0. ECONOMIC AND SOCIAL ASPECTS

The expansion of this project is also likely to have a positive impact on the economy of Lake Zone regions and Tanzania as a whole by creating employment, and contributing to Government revenues through various taxes, which will be paid. It also has potential for substantial exporting to foreign markets especially to neighboring countries in the Great Lakes Region. In summary the following table will show impact investment index framework

6.1. Impact Investment Index Framework

Impact Investment Index		
Frame Work for U-FRESH FOOD LIMITED		
Performanc e Area	Quantitative Indicator	Remarks
Investment Capital	Total investment capital, CAPEX and OPEX US\$ 8,000,000Million US\$ Annual Revenue Year 1 : USD 15,030,000	Substantial amount of capital invested into the domestic economy. Demostrates high capital efficiency and scalability potential
Export Earnings	Export Share: 25% of total production Year 1 Export Earnings:3,757,500	Increased foreign earnings.
Job requiremen ts	Job creation after plant in operation 2026 - 2027 DIRECT TANZANIAN JOBS 94 Jobs	<ul style="list-style-type: none"> • Reasonable number of direct job created to local Tanzanians with direct impact on poverty reduction through enhanced income generation; and • Improving skills development for Industrial production
Technology applied	High Tech Environmentally friendly machinery	<ul style="list-style-type: none"> • Enhancing technological transfer; and • Applied technology which is free from environmental pollution,
Other Implied Project Benefits		

- Increased sales to the Utility Companies providing services of electricity, water and sewerage, telecommunications;
- Increased business transacted by local banks and institutions providing financial services;
- Business opportunities for local entrepreneurs in market distribution channels,
- Business opportunities to contractors and sub-contractors during the minor construction phase;
- Increased regional intra-trade and international trade due to better infrastructure facility and links to markets;
- Increase of technology transfer & expertise to local employed staff,
- Capital spends in local economy over 8,000,000S\$ Millions and
- Contribution to GDP growth through increased economic activities

Based on the Impact Investment Index analysis, the company can develop projections that the project can deliver both value for money in the context of broad socioeconomic impact and return on investment while complying with governance requirements. In this regard therefore, U-FRESH FOOD LIMITED will promote the industrialization process in the country, create employment, attract new technologies, expand foreign exchange earnings and ultimately contribute substantially to the country's economic growth.

7.0. FINANCIAL MODELING AND ANALYSIS

The Financial Modelling and analysis, is the main source of information for assessing the potential financial viability of the U-FRESH FOOD LIMITED. The analysis is based on the assumptions that have been taken for the implementation of the site development, demand and the associated potential investment requirements for a 5 year time period. The purpose of establishing this Fruit and fruits by product processing plant is to speed up the country's economic development by being a catalyst for restructuring the existing local Fruit and fruits by product processing industrial set up and attracting new, both foreign and domestic entrepreneurs to a liberalized legal business framework.

71. Project investment inputs summary

Expected quantities for production	
All cost and revenue in US\$	
Glass, Beverages, water and sodas sales assumptions	
Working days per month	25
Annual working days	300
Average production of Juice per day in Lts	50,000
Average production of water per day in Lts	50,000
average production of Flavoured Milk per day in Lts	100,00
Average production of sodas/carbonated drinks per day in Lts	60,000
Average sales of Juice per USD per Lts	0.196
Average sales of Flavoured Milk per USD per Lts	2.0
average sales water per USD per Ltrs	0.250
Average sales of sodas in USD per Lts	0.130
Annual sales of Juice in USD	2,940,000
Annual sales of Flavoured Milk in USD	6,000,000
Annual sales of Water in USD	3,750,000
Annual sales of Sodas in USD	2,340,000
Total sales Revenue	15,030,000

7.2. Investment summary

INVESTMENT SUMMARY - U FRESH FOOD LTD			
CAPITAL ITEM	No. OF UNITS	Unit of Measure	
ALL FIGURES IN USD			
A. LAND AND BUILDINGS			
Land and building			2,341,000

SUB TOTAL			2,341,000
B. MACHINERY EQUIPMENT			
Bottle beverage filling production line	2	set	350,000
Glass beverage filling production line	2	set	274,000.00
Pe Bottle beverage filling production line	2	set	56,000.00
Water Filling Production line	2	set	270,000.00
Soda production line	1	set	294,000.00
Carbonated drinks production line	1	set	300,000.00
Industrial ventilation Fan	Pc	20	15,000.00
SUB TOTAL			1,559,000
C. MOTOR VEHICLES			
Folk lift 7.5MT	6	unit	300,000.00
Lorries with trailers (6x4 Stake Truck) 32 MT	10	unit	1,700,000
SUB TOTAL			2,000,000
D. FURNITURE			
Office Furniture	set in lump sum		100,000.00
Contiguous			300,000
SUB TOTAL			400,000
TOTAL FIXED ASSET			5,959,000
E. CURRENT ASSETS			
Pre operational expenses			500,000.00
Initial working capital			1,200,000
SUB TOTAL			1,700,000
TOTAL INVESTMENT			8,000,000

7.3. Objective and Scope of Financial Model

7.3.1. Objective

The main objective of the financial modelling and analysis is to setup a financial model framework for potential generated revenues and operational & maintenance costs for the full operation of U-FRESH FOOD LIMITED based on the assumptions taken for the Market Analysis, the plan for the facility development, unit production costs and other overhead and operational charges.

7.3.2. Scope

The scope consists of a financial model that will be used to analyse the potential financial viability of the project based on the assumptions taken for the concept and scope of the Fruit and fruits by product processing factory on the Market Analysis. The financial model has been developed in excel spread sheet and include information on costs, expenses and the subsequent sales revenue based on the average market prices and linked to the financial cash flow.

ANNEX I- INCOME STATEMENT.

Annual Sales	0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTAL
Average sales of Juice	0	2,940,000	3,234,000	3,557,400	3,913,140	4,304,454	4,734,899	5,208,389	5,729,228	6,302,151	6,932,366	46,856,028
Average sales of Milk	0	6000000	6600000	7260000	7986000	8784600	9663060	10629366	11,692,303	12861532.86	14147686.15	95624547.61
Average Sales of Water	0	3,750,000	4,125,000	4,537,500	4,991,250	5,490,375	6,039,413	6,643,354	7,307,689	8,038,458	8,842,304	59,765,342
Average Sales of Soda	0	2,340,000	2574000	2831400	3114540	3425994	3768593.4	4145452.74	4559998.014	5015997.815	5517597.597	37,293,574
Revenue from Sales	-	15,030,000	16,533,000	18,186,300	20,004,930	22,005,423	24,205,965	26,626,562	29,289,218	32,218,140	35,439,954	
Salaries		894,120	983,532	1,081,885	1,190,074	1,309,081	1,439,989	1,583,988	1,742,387	1,916,626	2,108,288	14,249,970
Social charges & pension		178,824	196,706	216,377	238,015	261,816	287,998	316,798	348,477	383,325	421,658	2,849,994
Raw Materials		858,900	944,790	1,039,269	1,143,196	1,257,515	1,383,267	1,521,594	1,673,753	1,841,128	2,025,241	13,688,654
Administrative expenses		240,000	264,000	290,400	319,440	351,384	386,522	425,175	467,692	514,461	565,907	3,824,982
Fuel & Lubricants		288,000	316,800	348,480	383,328	421,661	463,827	510,210	561,231	617,354	679,089	4,589,978
Security		86,400	95,040	104,544	114,998	126,498	139,148	153,063	168,369	185,206	203,727	1,376,993
Safety Wear		45,000	46,350	50,985	56,084	61,692	67,861	74,647	82,112	90,323	99,355	674,409
Insurance		36,000	39,600	43,560	47,916	52,708	57,978	63,776	70,154	77,169	84,886	573,747
Utilities		204,348	224,783	247,261	271,987	299,186	329,104	362,015	398,216	438,038	481,842	3,256,781
Other costs		410,000	451,000	496,100	545,710	600,281	660,309	726,340	798,974	878,871	966,759	6,534,344
Total Operating Cost		3,241,592	3,562,601	3,918,861	4,310,747	4,741,822	5,216,004	5,737,605	6,311,365	6,942,502	7,636,752	
Profit before tax depreciation and interest		11,788,408	12,970,399	14,267,439	15,694,183	17,263,601	18,989,961	20,888,957	22,977,853	25,275,638	27,803,202	
<i>% Gross contribution</i>		<i>22</i>	<i>23</i>	<i>25</i>	<i>26</i>	<i>29</i>	<i>31</i>	<i>34</i>	<i>35</i>	<i>38</i>	<i>39</i>	<i>1</i>
Depreciation (12.%)		194,875	214,363	235,799	259,379	285,316	313,848	345,233	379,756	417,732	459,505	1,453,012
Net earning before tax and Interest		11,593,533	12,756,036	14,031,640	15,434,804	16,978,284	18,676,113	20,543,724	22,598,096	24,857,906	27,343,697	
Interest in loan (20%)		2318706.6	2551207.26	2806327.986	3086960.785	3395656.86	3735222.549	4108744.804	4519619.28	4971581.213	5468739.335	

Net earning before tax		9,274,826	10,204,829	11,225,312	12,347,843	13,582,627	14,940,890	16,434,979	18,078,477	19,886,325	21,874,957	
Income Tax (30%)		2,782,448	3,061,449	3,367,594	3,704,353	4,074,788	4,482,267	4,930,494	5,423,543	5,965,897	6,562,487	
Net Earnings		6,492,378	7,143,380	7,857,718	8,643,490	9,507,839	10,458,623	11,504,485	12,654,934	13,920,427	15,312,470	

ANNEX II – PROJECTED CASH FLOW

(ALL NUMBERS IN US\$)

CASH FLOW FROM OPERATING ACTIVITES					
	Year 1	Year 2	Year 3	Year 4	Year 5
Cash receipt from Sales	15,030,000.0	16,533,000.0	18,186,300.0	20,004,930.0	22,005,423.00
Cash paid to suppliers and employyes	3,241,592.0	3,562,601.2	3,918,861.3	4,310,747.5	4,741,822.20
Cash generated from operations	11,788,408.0	12,970,398.8	14,267,438.7	15,694,182.5	17,263,600.80
Dividents received	-	-	-	-	-
Interest received	-	-	-	-	-
Interest paid	2,318,706.6	2,551,207.3	2,806,328.0	3,086,960.8	3,395,656.86
Tax paid	2,782,447.9	3,061,448.7	3,367,593.6	3,704,352.9	4,074,788.24
Net Cashflow from operating activities	6,687,253.48	7,357,742.83	8,093,517.11	8,902,868.82	9,793,155.70
<u>CASH FLOW FROM INVESTING ACTIVITIES</u>					
Replacement of Equipment	-	-	-	-	-
Proceeds from sale of equipment	-	-	-	-	-
Net Cashflow from Investing Activities	-	-	-	-	-
<u>CASH FLOW FROM FINANCING ACTIVITES</u>					
Proceeds from Capital Contributed	6,400,000.00	0	0	0	0
Proceeds from Loan	1,600,000.00	0	0	0	0
Payment of Loan	320,000	320,000.00	320,000.00	320,000.00	320,000.00
Net Cashflow from Financing activities	7,680,000.00	320,000.00	320,000.00	320,000.00	320,000.00
NET INCREASE/DECREASE IN CASH	14,367,253.48	7,677,742.83	8,413,517.11	9,222,868.82	10,113,155.70
Cash at the beginning of the period		14,367,253.48	22,044,996.31	30,458,513.42	39,681,382.24
Cash at the end of the period	14,367,253.48	22,044,996.31	30,458,513.42	39,681,382.24	49,794,537.94

ANNEX III – PROJECT BALANCE SHEET

PROFORMA BALANCE SHEET					
	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets	16,067,253	23274996	31235513	40024082	49723508
Fixed Assets	5,959,000	6,554,900.0	7,210,390.0	44026490.2	48429139.22
Depreciation	744,875	819,362.5	726,253.1	810,517	709,202
Net Fixed Asset	5,959,000	5,810,025.0	6,484,136.9	5,673,620	4,964,417
Total Assets	22,026,253	29,085,021.0	37,719,649.9	45,697,702	44,759,091
EQUITY & LIABILITIES					
Equity	20,426,253	27805021	36759650	45057702	54367925
Reserves	0	0	0	0	0
Total Own Equity	20,426,253	27805021	36759650	45057702	54367925
Longterm Loan	1600000	1,280,000	960,000	640000	320,000
Total Equity & Liabilities	22,026,253	29,085,021	37,719,650	45697702	54,687,925
NET FA/CL					
CL/CA					
DEBIT/CAPITAL RATIOS	0.072640589	0.044008908	0.025450925	0.014005081	0.005851383
ROI	0.835906625	0.919717875	1.112862	1.112858625	1.224144875
BREAK EVEN POINT	6.5	7.2	8	8.8	9.7
BREAK EVEN RATIO	43%	43%	44%	44%	44%
EQUITY/TOTAL LIABILITIES	12.76640813	21.72267266	38.29130208	70.40265938	169.8997656

ANNEX IV – LOAN PAYMENT SCHEDULES

LOAN INFORMATION AND PAYMENT SCHEDULE

LOAN DATA **ALL NUMBER IN US\$**

ORIGINAL PRINCIPAL	1,600,000
LOAN TERM (YEARS)	5 Years
ANNUAL INTEREST RATE	12%
PAYMENTS PER YEAR	1.00

Year	Opening Balance	Principal Paid	Interest Paid 12%	Total Payment	Closing Balance
1	1,600,000	320,000	192,000	512,000	1,280,000
2	1,280,000	320,000	153,600	473,600	960,000
3	960,000	320,000	115,200	435,200	640,000
4	640,000	320,000	76,800	396,800	320,000
5	320,000	320,000	38,400	358,400	0

ANNEX V - INTERNAL RATE OF RETURN

IRR FOR THE PROJECT

(ALL NUMBERS IN US\$)

	INITIAL INVESTMENT	(8,000,000)
YEAR 1	ADDITIONAL ANNUAL NET PROFIT	6,687,253
YEAR 2	ADDITIONAL ANNUAL NET PROFIT	7,357,743
YEAR 3	ADDITIONAL ANNUAL NET PROFIT	8,093,517
YEAR 4	ADDITIONAL ANNUAL NET PROFIT	8,902,869
YEAR 5	ADDITIONAL ANNUAL NET PROFIT	9,793,156
YEAR 6	ADDITIONAL ANNUAL NET PROFIT	10,772,472
YEAR 7	ADDITIONAL ANNUAL NET PROFIT	11,849,719
YEAR 8	ADDITIONAL ANNUAL NET PROFIT	13,034,691
YEAR 9	ADDITIONAL ANNUAL NET PROFIT	14,338,160
YEAR 10	ADDITIONAL ANNUAL NET PROFIT	15,771,976
	IRR (IN 10 YEARS)	90%

THE IRR ABOVE INDICATES THAT THE EXPECTED RETURN ON THE 3,195,000.00 USD INITIAL INVESTMENT AFTER 10 YEARS IS 90%.

8.0. CONCLUDING REMARKS AND WAY FORWARD

8.1. Evidence of project viability based on financial model and policy framework support

On the basis of all the analysis done on this Business Plan on all aspects of assessment on both SWOC Analysis, market analysis, risk analysis and the financial analysis, the proposed investment options in the fruit processing plant as prescribed on this business plan have shown that the project is commercially viable. Nonetheless, U-FRESH FOOD LIMITED through professional consultative manner, will continue to find ways of implementing cost effective options given time and financial resources that will be made available. Financial analysis results show that when the construction of beverages, water and sodas plant facility is financed 20% by shareholders in a given IRR of 7.81%. The payback period for the project is estimated at 7.7 years, which is within the range for this type of investment. Sensitivity analysis results also favor the project. Financial analysis for the project has shown feasible returns, based on the investment scope and the assumptions taken in this Business Plan.

8.2. Policy Framework Support

The development of the U-FRESH FOOD LIMITED is designed to take advantages of the current Tanzanian market-oriented reforms. The Project will be developed and established to accelerate the industrialization process. The vision 2025 emphasizes the importance of the allocation of public funds for strategic investments and private sector financing for development investments.

The 15 years Perspective Plan (2010-2015); Pristine private investment in the context of Public Private Partnership. The First Five Years Development Plan (2011-2016) recognizes the fundamental role of the private sector in enabling the government to allocate its fund to strategic projects to facilitate a higher level of development. MKUKUTA II (2010-2015) identifies Public Private Partnership as a means of increasing the level of stakeholder participation and of easing the financial burden on the government. It should be noted that existing public resources are clearly insufficient to meet Tanzania's huge development needs. The increased use of private enterprises participation in development projects can help alleviate the financing gap. This approach is now applied by U-FRESH FOOD LIMITED to ensure development of one among the ultra-modern Fruit and fruits by product plant to be developed in Dar es Salaam Region. Private sector and investment have been recognized as the most significant potential source of additional funding required to facilitate development projects.

8.3. Conclusive Remarks and Way Forward

The development of this Fruit and fruits by product plant will be funded by private finances. The company acting through its various shareholders and structures will provide the initial risk capital amounting to 5,140,707.63US\$. The company will fund the development of the factory, before the Company engages into the development of this project as a private enterprise, it needs to accomplish the pre development activities to make way for the development of the designated project. The company has to accomplish the following;

a) Apply for TISEZA certificate

The company by using this Business Plan and other required supporting documents should apply for the TISEZA Certificate Dar es Salaam zonal Office. With this certificate, the company will be able to access tax reliefs which to a large extent will help to in reducing project costs, particularly in the purchasing of machineries and minor building of area of proposed industrial area.

b) Mobilizing Funds

As previously discussed on the Financial Analysis of this business plan, financing mechanism for the Fruit and fruits by product plant should be scrutinized well before commencing the project implementation. There may be several options of financing the project development but the company will find the best option. This exercise should be more effective if the team works closely with central government agencies, particularly TISEZA and the Ministry of Industry & Trade and Ministry of Investment.