

**CONFIDENTIAL**

# **MAISHA TRANSPORT CO. LTD**

## **BUSINESS PLAN**

**COUNT ON OUR SERVICE**

**PREPARED NOVEMBER 2022**

### **Contact Information**

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# Executive Summary

## Opportunity

### Problem

The Freight and Logistics Services industry is an industry that is responsible for providing and creating services primarily for the entire growth of other sector. The industry comprises of companies that provide consolidation of freight consignments, trade document preparation and transportation of goods all over the country.

We have a long time a very long experience in freight transportation service in all East African Country and many other land locked country in the region such as Zambia, Malawi, Congo, Burundi, Zimbabwe and Rwanda. Since 2019 we have managed to build strong cli

### Solution

We have managed to use advanced equipment by sourcing heavy weight trucks for cargo transportation in the entire region, Moreover our company is well equipped with more than 50 trucks for various use such as Loose Cargo transportation, Cold house transportation for meet and fish, tanks for oil transportation and many other light and heavy weight vehicle.

More over we are experiencing some challenges in heavy weight cargo handling as we are planning to acquire more vehicle for heavy weigh cargo transportation and other equipment's like crane and fork lift to assist in handling cargo before transportation to designated destination.

As company we have tried to venture our investment in many other sector to make sure that we have various source of income, therefore we have managed to invest in construction business whereby this venture the company has managed to buy various construction machinery and vehicle which is mostly used for construction business.

### Market

The company is established to resolve the need of having advanced transportation vehicle in logistic sector and construction industry, recently we have many client who are demanding our service to assist on transportation of goods all over the country also we have stable market from construction company requesting to hire construction equipment such as dumps truck,

concrete mixer, Motor Grader, Soil Compactor, Pneumatic Tyre Roller, Bitumen Paver and excavators therefore we have confirmed the existence of stable market to run the business.

- **Brief analysis of construction business in Tanzania**

The construction industry is a fundamental economic sector which permeates most of the other sectors as it transforms various resources into constructed physical economic and social infrastructure necessary for socio-economic development. It embraces the process by which the physical infrastructure are planned, designed, procured, constructed or produced, altered, repaired, maintained, and demolished.

Since independence there have been a number of initiatives geared towards fostering the local construction industry. Despite such interventions, the state of the local construction industry has remained poor. Performance constraints include inadequate capacity of local contractors and consultants, inadequate public sector delivery capacity, corruption, erratic work opportunities, use of outdated technologies and practices.

Thus the Maisha Transport aim at becoming one of the leading local company to use modern advanced technology and advanced recourses to ensure timely performance of our projects.

- **Brief analysis of transportation business in Tanzania**

Road transport is the most widely used form of transport in Tanzania, carrying over 90% of the passengers and 75% of the freight traffic in the country. The country is the key gateway for other landlocked countries in the region such as Congo, Zambia, Malawi and Rwanda.

### **Competition**

We acknowledge the existence of transportation company all over the country as well as company dealing with hiring of construction equipment. therefore we Maisha Transport we have set our business rules and goals to observed as part of our success. As company we are expecting to compete with all company dealing with transportation business all over the country and the one dealing with hiring of construction equipment.

### **Why Us?**

The company is established to resolve all challenges in transportation industry in the country and all land locked country's, apart form that we have seen some returns as we managed to use modern equipment and recently the company is focused to improve all our vehicle and

other equipment to modern technology so that we can run the industry and become one of the leading company in transportation and hiring of construction equipment's.

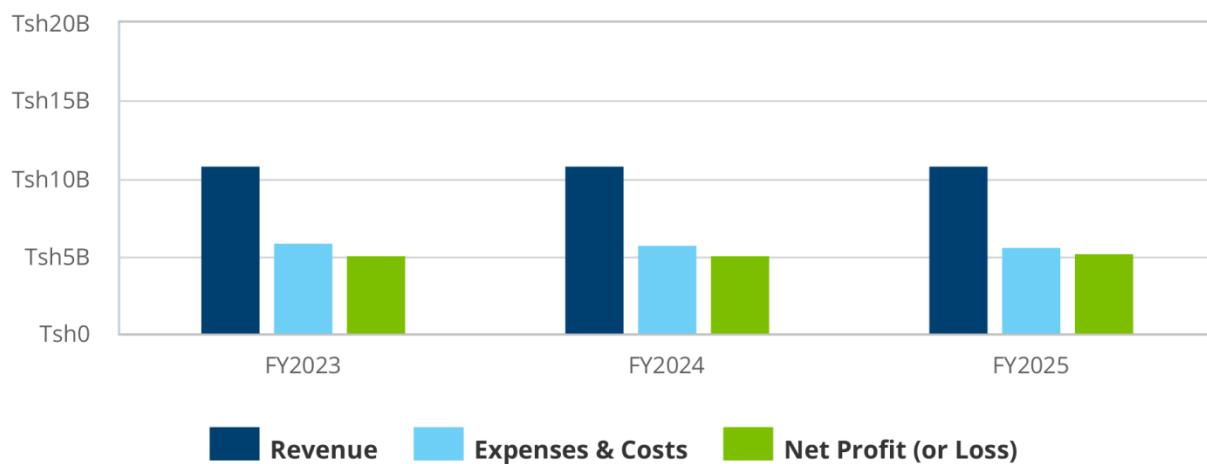
## Expectations

### Forecast

Our plan is to become one of the leading company in transportation and hiring of construction equipment, therefore as company we have stated to take some initiative by make sure that we have a skilled personnel in the industry to cut down competition from other company. Regarding equipment recently we are have managed to improve our vehicles to meet the demand of the market on transportation business such as vehicle for long movement to meet the demand of other land locked countries

in our three years plan we have planned to build a large warehouse and yard in Tunduma to enable our client to store their goods there before crossing border and to conduct quick meantime for the vehicle assigned for long trip which can take more than 72 hours of journey.

### Financial Highlights by Year



**Financing Needed**

The company is expected to invest around Tsh 20,000,000,000/= Billions to reshuffle our business operation, the fund invested will be used to import new heavy duty trucks and heavy duty construction machinery to build ware house and yard for storage of goods and vehicle mentainace and to have quick response for the goods which require transportation from other land locked area to Dar es Salaam port.

In construction industry the fund will be used to finance the improvement of company equipment's and to improve our construction activities so that to enable competition from other foreign company. our machinery will be based to improve both civil, building and electrical works, Our equipment's will be used by company in all our projects and the rest will be hired to other local company especially in Tanzania Mainland.

# Opportunity

## Problem & Solution

### Problem Worth Solving

The Freight and Logistics Services industry is an industry that is responsible for providing and creating services primarily for the transportation sector of the economy. The industry comprises of companies that provide consolidation of freight consignments, trade document preparation and transportation of goods all over the country.

Our company is designated to offer transportation service to our client all over the region especially in Tanzania region and other land locked countries like Zambia, Malawi, Congo and Rwanda.

### Our solution

The use of advanced motor vehicle and other transportation equipment will help the company to conduct its transportation project by ensuring timely delivery of goods and to make sure that all our customer are satisfied. The company is planning to import more than 20 vehicles with advanced technologies to solve the need of the market in transportation industry and construction business.

We are going to sign the Joint venture agreement with the largest dealer of Heavy duty trucks from china to supply trucks for transportation business and construction industry like dumps, cargo trucks and concrete mixer trucks. This will enable us to meet all the needs of our client

## Target Market

The company is established to resolve the need of having advanced transportation vehicle in logistic sector and construction industry, recently we have many client who are demanding our service to assist on transportation of goods all over the country also we have stable market from construction company requesting to hire construction equipment such as dumps truck, concrete mixer, Motor Grader, Soil Compactor, Pneumatic Tyre Roller, Bitumen Paver and excavators therefore we have confirmed the existence of stable market to run the business.

## Competition

### Current alternatives

Competition is expected in the market due to the presence of many company with all the required equipment, moreover the company is planning to introduce a well advanced equipment to meet the need of our client within a reasonable time. Further more the company will have various KPI to measure performance level depending with the nature of the project.

### Our advantages

The company is goal oriented to resolve all transportation problem in the country to include private sector and public sector especially in the transportation industry and hiring of well advanced construction machinery. The company is goal oriented company with maximum principles and policy to ensure timely delivery of service to our clients.

# Execution

## Marketing & Sales

### Marketing Plan

We have managed to establish strong marketing team with all the skill required to close big deals in transportation and construction business. recently we are focused to extend our strength in marketing in other land locked country. Also we have managed to prepare various KPI to test the achievement of this department.

- Identifies, prioritizes, and reaches out to new clients, and business opportunities et al
- Identifies development opportunities; follows up on development leads and contacts; participates in the structuring and financing of projects; assures the completion of projects.
- Writes winning proposal documents, negotiate fees and rates in line with company policy
- Responsible for handling business research, market surveys and feasibility studies for clients
- Responsible for supervising implementation, advocate for the customer's needs, and communicate with clients
- Develops, executes and evaluates new plans for expanding increase sales
- Documents all customer contact and information

### Sales Plan

We have sales team which work together with marketing team, the team observe all marketing strategies provided by marketing team, never the less the following sales strategies is observed by the company at all time to insure effective operation of the company.

- Define a Formal Sales Process
- Start Inbound Marketing.
- Update Sales Enablement Resources.
- Book Trade Shows (or Other Events) For Lead Capture.

- Set Up a Sales Automation Platform through social media and other platform
- Differentiate company Logistics Business Niche.
- To Offer More Complete Services Than the Competition.

## Operations

### Locations & Facilities

All business activities of the company is conducted through centralized operation system whereby the head office is located in Kinondoni Dar es Salaam. Apart from having head office in Kinondoni we have warehouse and small office in Nghelani Industrial Area in Shinyanga and recently we are planning to extend our operation and build office and other facility in Tunduma and Rusumo border.

### Technology

Technology is one of important tools in the growth of transportation industry, Recently we have best software for transportation service, as we have managed to trace the goods transported and our vehicle also our software gives chance to our client to truck their goods too. In construction business we have best software for designing and project management.

### Equipment & Tools

Recently we have many transportation equipment but we are planning to upgrade our facility by purchasing other heavy trucks and well advanced construction machinery. The company has managed to buy around 50 trucks such as heavy duty trucks, heavy duty concrete mixer, heavy duty cement Mixer, excavator's, bitumen Paver and

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## Milestones & Metrics

### Milestones Table

Milestone	Due Date	Who's Responsible	Details
Securing Fund	March 15, 2022	Director & shareholders	management will be required to process all document relevant to secure financial facility from bank and all relevant funds required in the performance of this business venture.
Mobilizing resources & Marketing	April 01, 2022	Director & management team	The director and management team will be required to mobilize all relevant resources required, also the marketing team will be responsible to conduct sales and marketing company for the new service offered by company,
commencement of business operation	May 01, 2022	company and management team,	the management team will start business operation and all operation will be conducted within a specified Key performance indicator KPI

### Key metrics

# Company

## Overview

### Ownership & Structure

MAISHA TRANSPORT COMPANY LIMITED is a private liability company incorporated in Tanzania with incorporation number 138216 of 2017. The company has established its office place at Kinondoni Dar es Salaam and later opened small office with warehouse at Nghelani Industrial Area Shinyanga Region.

The company was formed by two relatives as the shareholders and directors of the company as shown below:-

- GEORGE MARWA MIGERA
- ESTHER MWITA NYARAGWA

### Company history

MAISHA TRANSPORT COMPANY LIMITED is a private liability company incorporated in Tanzania with registration number 138216 of 2017. The company has established its office place at Kinondoni. The company was incorporated to provide service of transportation and construction moreover the company was established to conduct any other lawful business upon instruction of the board of director.

## Team

### Management team

Our management team comprise the skilled personnel with long time experience in transportation business and construction activities. We have prepared set of rules and code of conduct to manage the conduct and operation of the company. Also we have various KPI to test the performance of the company employees and time framework to perform all assigned project.

**Advisors**

The company has formed a strong relationship with business consulting firm and the following company will be consulted by the company to provide both financial and management guideline and any other advise to promote effective operation of business.

- BLUE LAVENDER CONSULTING
- MKUKI AUDITORS & ASSOCIATES

# Financial Plan

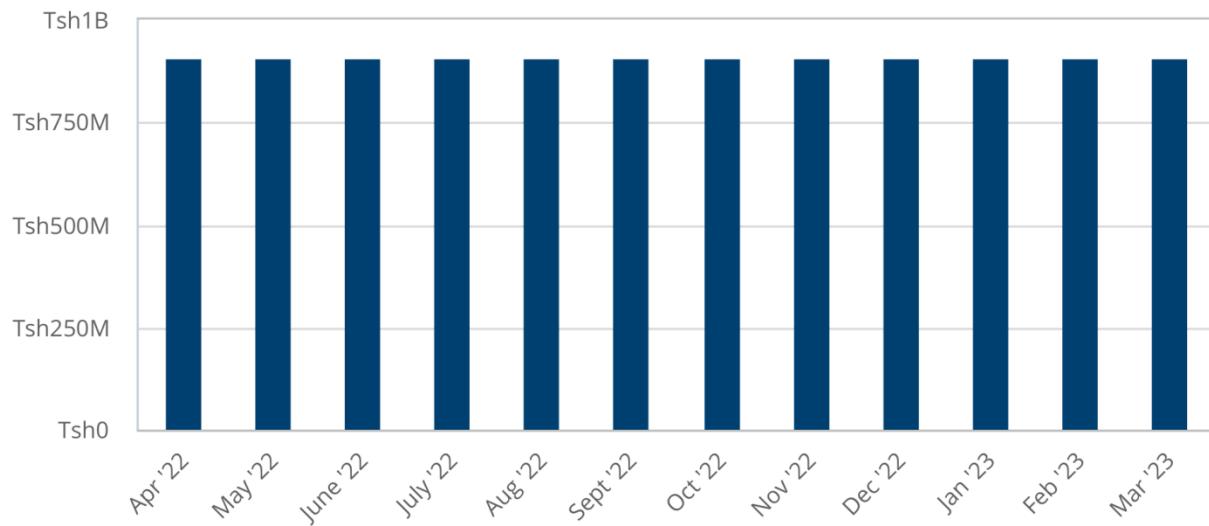
## Forecast

### Key assumptions

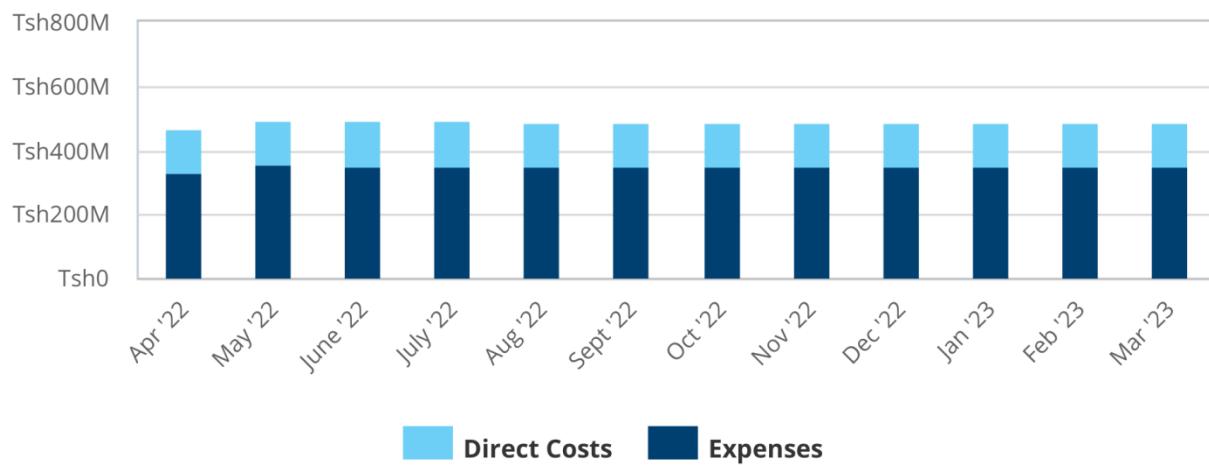
The initial capital invested in the gradual establishment of this project is Tsh 600,000,000/= whereby this fund comprise serving from shareholders from other business operation and startup loan of Tsh 300,000,000/= from Boa Bank Tanzania Limited thereafter we managed to pay the loan and we succeeded to raise our working capital by applying short term loans from various financial institution to make the total working capital to rise up Tsh 10 billions to enable us to run our transportation project effectively. The fund used to run various construction projects and to invest in modern construction equipment to support quality works.

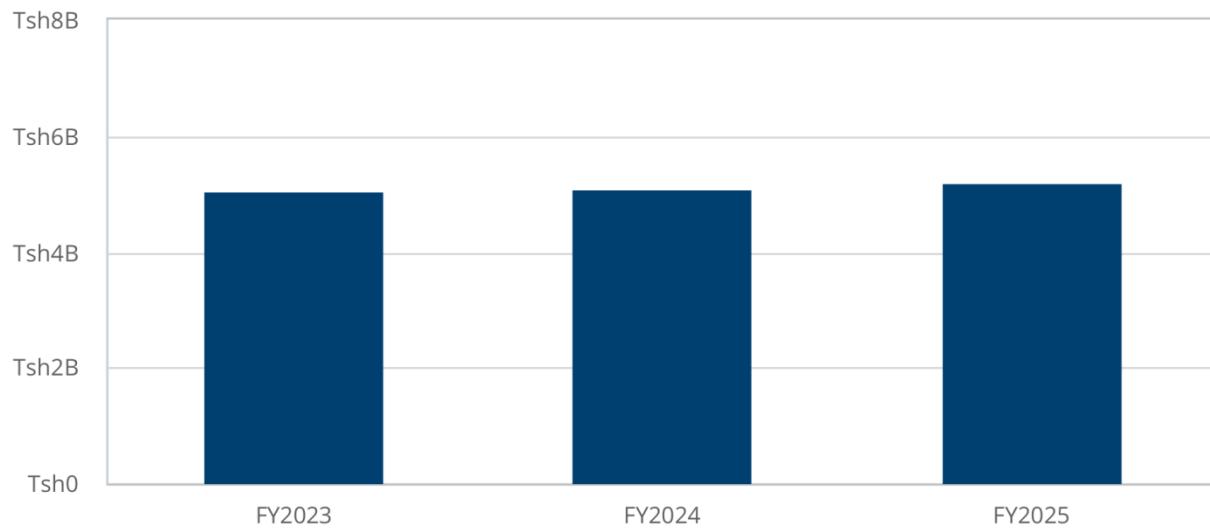
our plans is to make sure that within a month revenue of the company will be raised up to Tsh 950,000,000/= this will be achieved if we can manage to accomplish all our construction project within a given time also we expect to generate more revenue from hiring our construction equipment's in transportation sector we are planning to become one of the largest transportation company as we have managed to provide reliable service within a reasonable time also we have invested in this sector as we have managed to buy heavy weight vehicle to transport cargo from Dar port to other land locked countries. recently we have managed to access the local market in the transportation industry.

### Revenue by Month



### Expenses by Month



**Net Profit (or Loss) by Year**

## Financing

### Sources of Funds

## Statements

### Projected Profit and Loss

	FY2023	FY2024	FY2025
<b>Revenue</b>	<b>Tsh10,908,849,600</b>	<b>Tsh10,908,849,600</b>	<b>Tsh10,908,849,600</b>
<b>Direct Costs</b>	<b>Tsh1,642,977,600</b>	<b>Tsh1,681,857,600</b>	<b>Tsh1,722,681,600</b>
Gross Margin	Tsh9,265,872,000	Tsh9,226,992,000	Tsh9,186,168,000
<b>Gross Margin %</b>	<b>85%</b>	<b>85%</b>	<b>84%</b>
<b>Operating Expenses</b>			
Salaries & Wages	Tsh288,000,000	Tsh288,000,000	Tsh288,000,000
Rental charges	Tsh42,000,000	Tsh42,000,000	Tsh42,000,000
Marketing	Tsh42,000,000	Tsh42,000,000	Tsh42,000,000
Other operating expenses including all compliance charges	Tsh95,312,592	Tsh95,312,592	Tsh95,312,592
fuel and lubricants	Tsh1,408,029,096	Tsh1,408,029,096	Tsh1,408,029,096
Business license & other Levy	Tsh3,800,000	Tsh3,800,000	Tsh3,800,000
fees for consultation services	Tsh12,514,585	Tsh12,514,585	Tsh12,514,585
road toll & charges	Tsh40,770,000	Tsh40,770,000	Tsh40,770,000
Spare parts & lubricants	Tsh234,584,628	Tsh234,584,628	Tsh234,584,628
transport allowance	Tsh141,240,000	Tsh141,240,000	Tsh141,240,000
<b>Total Operating Expenses</b>	<b>Tsh2,308,250,901</b>	<b>Tsh2,308,250,901</b>	<b>Tsh2,308,250,901</b>
<b>Operating Income</b>	<b>Tsh6,957,621,099</b>	<b>Tsh6,918,741,099</b>	<b>Tsh6,877,917,099</b>
Interest Incurred	Tsh276,863,858	Tsh172,089,783	Tsh2,629,587
Depreciation and Amortization	Tsh519,168,977	Tsh519,168,977	Tsh519,168,977
Gain or Loss from Sale of Assets			
Income Taxes	Tsh1,109,085,887	Tsh1,120,946,821	Tsh1,144,101,337
<b>Total Expenses</b>	<b>Tsh5,856,347,223</b>	<b>Tsh5,802,314,082</b>	<b>Tsh5,696,832,402</b>

Net Profit	Tsh5,052,502,377	Tsh5,106,535,518	Tsh5,212,017,198
Net Profit / Sales	46%	47%	48%

**Projected Balance Sheet**

	FY2023	FY2024	FY2025
Cash	Tsh4,967,300,577	Tsh10,401,164,190	Tsh16,119,618,486
Accounts Receivable	Tsh0	Tsh0	Tsh0
Inventory			
Other Current Assets			
<b>Total Current Assets</b>	<b>Tsh4,967,300,577</b>	<b>Tsh10,401,164,190</b>	<b>Tsh16,119,618,486</b>
Long-Term Assets	Tsh2,595,844,885	Tsh2,595,844,885	Tsh2,595,844,885
Accumulated Depreciation	(Tsh519,168,977)	(Tsh1,038,337,954)	(Tsh1,557,506,931)
<b>Total Long-Term Assets</b>	<b>Tsh2,076,675,908</b>	<b>Tsh1,557,506,931</b>	<b>Tsh1,038,337,954</b>
<b>Total Assets</b>	<b>Tsh7,043,976,485</b>	<b>Tsh11,958,671,121</b>	<b>Tsh17,157,956,440</b>
Accounts Payable	Tsh0	Tsh0	Tsh0
Income Taxes Payable	Tsh1,109,085,887	Tsh1,120,946,821	Tsh1,144,101,337
Sales Taxes Payable	Tsh0	Tsh0	Tsh0
Short-Term Debt	Tsh203,701,821	Tsh28,686,406	Tsh10
Prepaid Revenue			
<b>Total Current Liabilities</b>	<b>Tsh1,312,787,708</b>	<b>Tsh1,149,633,227</b>	<b>Tsh1,144,101,347</b>
Long-Term Debt	Tsh28,686,401	Tsh0	Tsh0
<b>Long-Term Liabilities</b>	<b>Tsh28,686,401</b>	<b>Tsh0</b>	<b>Tsh0</b>
<b>Total Liabilities</b>	<b>Tsh1,341,474,108</b>	<b>Tsh1,149,633,227</b>	<b>Tsh1,144,101,347</b>
Paid-In Capital	Tsh650,000,000	Tsh650,000,000	Tsh650,000,000
Retained Earnings		Tsh5,052,502,377	Tsh10,151,837,894
Earnings	Tsh5,052,502,377	Tsh5,106,535,518	Tsh5,212,017,198
<b>Total Owner's Equity</b>	<b>Tsh5,702,502,377</b>	<b>Tsh10,809,037,894</b>	<b>Tsh16,013,855,092</b>
<b>Total Liabilities &amp; Equity</b>	<b>Tsh7,043,976,485</b>	<b>Tsh11,958,671,121</b>	<b>Tsh17,157,956,440</b>

**Projected Cash Flow Statement**

	FY2023	FY2024	FY2025
<b>Net Cash Flow from Operations</b>			
Net Profit	Tsh5,052,502,377	Tsh5,106,535,518	Tsh5,212,017,198
Depreciation & Amortization	Tsh519,168,977	Tsh519,168,977	Tsh519,168,977
Change in Accounts Receivable	Tsh0	Tsh0	Tsh0
Change in Inventory			
Change in Accounts Payable	Tsh0	Tsh0	Tsh0
Change in Income Tax Payable	Tsh1,109,085,887	Tsh11,860,934	Tsh23,154,516
Change in Sales Tax Payable	Tsh0	Tsh0	Tsh0
Change in Prepaid Revenue			
<b>Net Cash Flow from Operations</b>	<b>Tsh6,680,757,241</b>	<b>Tsh5,637,565,429</b>	<b>Tsh5,754,340,691</b>
<b>Investing &amp; Financing</b>			
Assets Purchased or Sold	(Tsh2,595,844,885)		
<b>Net Cash from Investing</b>	<b>(Tsh2,595,844,885)</b>		
Investments Received	Tsh650,000,000		
Dividends & Distributions		(Tsh7,200,000)	
Change in Short-Term Debt	Tsh203,701,821	(Tsh175,015,415)	(Tsh28,686,395)
Change in Long-Term Debt	Tsh28,686,401	(Tsh28,686,401)	Tsh0
<b>Net Cash from Financing</b>	<b>Tsh882,388,221</b>	<b>(Tsh203,701,816)</b>	<b>(Tsh35,886,395)</b>
Cash at Beginning of Period	Tsh0	Tsh4,967,300,577	Tsh10,401,164,190
Net Change in Cash	Tsh4,967,300,577	Tsh5,433,863,613	Tsh5,718,454,296
<b>Cash at End of Period</b>	<b>Tsh4,967,300,577</b>	<b>Tsh10,401,164,190</b>	<b>Tsh16,119,618,486</b>

# Appendix

## Profit and Loss Statement (With monthly detail)

FY2023	Apr '22	May '22	June '22	July '22	Aug '22	Sept '22	Oct '22	Nov '22	Dec '22	Jan '23	Feb '23	Mar '23
<b>Total Revenue</b>	Tsh909,070,800											
<b>Total Direct Costs</b>	Tsh136,914,800											
Gross Margin	Tsh772,156,000											
<b>Gross Margin %</b>	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
<b>Operating Expenses</b>												
Salaries and Wages	Tsh24,000,000											
Employee Related Expenses												
Rental charges	Tsh3,500,000											
Marketing	Tsh3,500,000											
Other operating expenses including all compliance charges	Tsh7,942,716											
fuel and lubricants	Tsh117,335,758											

Business license & other Levy	Tsh316,666	Tsh316,666	Tsh316,666	Tsh316,666	Tsh316,667							
fees for consultation services	Tsh1,042,882	Tsh1,042,883										
road toll & charges	Tsh3,397,500											
Spare parts & lubricants	Tsh19,548,719											
transport allowance	Tsh11,770,000											
<b>Total Operating Expenses</b>	<b>Tsh192,354,241</b>	<b>Tsh192,354,241</b>	<b>Tsh192,354,241</b>	<b>Tsh192,354,241</b>	<b>Tsh192,354,242</b>	<b>Tsh192,354,243</b>						
<b>Operating Income</b>	<b>Tsh579,801,759</b>	<b>Tsh579,801,759</b>	<b>Tsh579,801,759</b>	<b>Tsh579,801,759</b>	<b>Tsh579,801,758</b>	<b>Tsh579,801,757</b>						
Interest Incurred		Tsh27,500,000	Tsh27,150,203	Tsh26,768,341	Tsh26,351,476	Tsh25,896,397	Tsh25,399,603	Tsh24,857,270	Tsh24,265,223	Tsh23,618,905	Tsh22,913,341	Tsh22,143,100
Depreciation and Amortization	Tsh43,264,081											
Gain or Loss from Sale of Assets												
Income Taxes	Tsh96,576,782	Tsh91,626,782	Tsh91,689,745	Tsh91,758,481	Tsh91,833,516	Tsh91,915,430	Tsh92,004,854	Tsh92,102,473	Tsh92,209,041	Tsh92,325,379	Tsh92,452,381	Tsh92,591,023
<b>Total Expenses</b>	<b>Tsh469,109,904</b>	<b>Tsh491,659,904</b>	<b>Tsh491,373,070</b>	<b>Tsh491,059,945</b>	<b>Tsh490,718,145</b>	<b>Tsh490,344,915</b>	<b>Tsh489,937,551</b>	<b>Tsh489,492,881</b>	<b>Tsh489,007,366</b>	<b>Tsh488,477,487</b>	<b>Tsh487,898,807</b>	<b>Tsh487,267,245</b>
<b>Net Profit</b>	<b>Tsh439,960,896</b>	<b>Tsh417,410,896</b>	<b>Tsh417,697,730</b>	<b>Tsh418,010,855</b>	<b>Tsh418,352,685</b>	<b>Tsh418,725,849</b>	<b>Tsh419,133,219</b>	<b>Tsh419,577,934</b>	<b>Tsh420,063,413</b>	<b>Tsh420,593,393</b>	<b>Tsh421,171,955</b>	<b>Tsh421,803,553</b>
<b>Net Profit / Sales</b>	<b>48%</b>	<b>46%</b>										

	FY2023	FY2024	FY2025
<b>Total Revenue</b>	<b>Tsh10,908,849,600</b>	<b>Tsh10,908,849,600</b>	<b>Tsh10,908,849,600</b>
<b>Total Direct Costs</b>	<b>Tsh1,642,977,600</b>	<b>Tsh1,681,857,600</b>	<b>Tsh1,722,681,600</b>
Gross Margin	Tsh9,265,872,000	Tsh9,226,992,000	Tsh9,186,168,000
<b>Gross Margin %</b>	<b>85%</b>	<b>85%</b>	<b>84%</b>
<b>Operating Expenses</b>			
Salaries and Wages	Tsh288,000,000	Tsh288,000,000	Tsh288,000,000
Employee Related Expenses			
Rental charges	Tsh42,000,000	Tsh42,000,000	Tsh42,000,000
Marketing	Tsh42,000,000	Tsh42,000,000	Tsh42,000,000
Other operating expenses including all compliance charges	Tsh95,312,592	Tsh95,312,592	Tsh95,312,592
fuel and lubricants	Tsh1,408,029,096	Tsh1,408,029,096	Tsh1,408,029,096
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transport allowance	Tsh141,240,000	Tsh141,240,000	Tsh141,240,000
<b>Total Operating Expenses</b>	<b>Tsh2,308,250,901</b>	<b>Tsh2,308,250,901</b>	<b>Tsh2,308,250,901</b>
<b>Operating Income</b>	<b>Tsh6,957,621,099</b>	<b>Tsh6,918,741,099</b>	<b>Tsh6,877,917,099</b>
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<b>Net Profit</b>	<b>Tsh5,052,502,377</b>	<b>Tsh5,106,535,518</b>	<b>Tsh5,212,017,198</b>
<b>Net Profit / Sales</b>	<b>46%</b>	<b>47%</b>	<b>48%</b>



## Balance Sheet (With Monthly Detail)

FY2023	Apr '22	May '22	June '22	July '22	Aug '22	Sept '22	Oct '22	Nov '22	Dec '22	Jan '23	Feb '23	Mar '23
Cash	(Tsh1,066,043,126)	(Tsh517,557,334)	Tsh30,928,458	Tsh579,414,250	Tsh1,127,900,041	Tsh1,676,385,832	Tsh2,224,871,623	Tsh2,773,357,414	Tsh3,321,843,205	Tsh3,870,328,996	Tsh4,418,814,787	Tsh4,967,300,577
Accounts Receivable	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0
Inventory												
Other Current Assets												
<b>Total Current Assets</b>	<b>(Tsh1,066,043,126)</b>	<b>(Tsh517,557,334)</b>	<b>Tsh30,928,458</b>	<b>Tsh579,414,250</b>	<b>Tsh1,127,900,041</b>	<b>Tsh1,676,385,832</b>	<b>Tsh2,224,871,623</b>	<b>Tsh2,773,357,414</b>	<b>Tsh3,321,843,205</b>	<b>Tsh3,870,328,996</b>	<b>Tsh4,418,814,787</b>	<b>Tsh4,967,300,577</b>
Long-Term Assets	Tsh2,595,844,885	Tsh2,595,844,885	Tsh2,595,844,885	Tsh2,595,844,885	Tsh2,595,844,885	Tsh2,595,844,885	Tsh2,595,844,885	Tsh2,595,844,885	Tsh2,595,844,885	Tsh2,595,844,885	Tsh2,595,844,885	Tsh2,595,844,885
Accumulated Depreciation	(Tsh43,264,081)	(Tsh86,528,163)	(Tsh129,792,244)	(Tsh173,056,326)	(Tsh216,320,407)	(Tsh259,584,488)	(Tsh302,848,570)	(Tsh346,112,651)	(Tsh389,376,733)	(Tsh432,640,814)	(Tsh475,904,896)	(Tsh519,168,977)
<b>Total Long-Term Assets</b>	<b>Tsh2,552,580,804</b>	<b>Tsh2,509,316,722</b>	<b>Tsh2,466,052,641</b>	<b>Tsh2,422,788,559</b>	<b>Tsh2,379,524,478</b>	<b>Tsh2,336,260,397</b>	<b>Tsh2,292,996,315</b>	<b>Tsh2,249,732,234</b>	<b>Tsh2,206,468,152</b>	<b>Tsh2,163,204,071</b>	<b>Tsh2,119,939,989</b>	<b>Tsh2,076,675,908</b>
<b>Total Assets</b>	<b>Tsh1,486,537,678</b>	<b>Tsh1,991,759,388</b>	<b>Tsh2,496,981,099</b>	<b>Tsh3,002,202,809</b>	<b>Tsh3,507,424,519</b>	<b>Tsh4,012,646,229</b>	<b>Tsh4,517,867,938</b>	<b>Tsh5,023,089,648</b>	<b>Tsh5,528,311,357</b>	<b>Tsh6,033,533,067</b>	<b>Tsh6,538,754,776</b>	<b>Tsh7,043,976,485</b>
Accounts Payable	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0
Income Taxes Payable	Tsh96,576,782	Tsh188,203,564	Tsh279,893,309	Tsh371,651,790	Tsh463,485,306	Tsh555,400,736	Tsh647,405,590	Tsh739,508,063	Tsh831,717,104	Tsh924,042,483	Tsh1,016,494,864	Tsh1,109,085,887
Sales Taxes Payable	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0	Tsh0
Short-Term Debt	Tsh77,625,492	Tsh84,741,162	Tsh92,509,102	Tsh100,989,103	Tsh110,246,437	Tsh120,352,361	Tsh131,384,660	Tsh143,428,254	Tsh156,575,844	Tsh170,928,630	Tsh186,597,088	Tsh203,701,821
Prepaid Revenue												
<b>Total Current Liabilities</b>	<b>Tsh174,202,274</b>	<b>Tsh272,944,726</b>	<b>Tsh372,402,411</b>	<b>Tsh472,640,893</b>	<b>Tsh573,731,743</b>	<b>Tsh675,753,097</b>	<b>Tsh778,790,250</b>	<b>Tsh882,936,317</b>	<b>Tsh988,292,948</b>	<b>Tsh1,094,971,113</b>	<b>Tsh1,203,091,952</b>	<b>Tsh1,312,787,708</b>

Long-Term Debt	Tsh222,374,508	Tsh211,442,871	Tsh199,509,167	Tsh186,481,540	Tsh172,259,715	Tsh156,734,222	Tsh139,785,558	Tsh121,283,267	Tsh101,084,933	Tsh79,035,085	Tsh54,964,001	Tsh28,686,401
Long-Term Liabilities	Tsh222,374,508	Tsh211,442,871	Tsh199,509,167	Tsh186,481,540	Tsh172,259,715	Tsh156,734,222	Tsh139,785,558	Tsh121,283,267	Tsh101,084,933	Tsh79,035,085	Tsh54,964,001	Tsh28,686,401
<b>Total Liabilities</b>	<b>Tsh396,576,782</b>	<b>Tsh484,387,597</b>	<b>Tsh571,911,578</b>	<b>Tsh659,122,433</b>	<b>Tsh745,991,458</b>	<b>Tsh832,487,318</b>	<b>Tsh918,575,809</b>	<b>Tsh1,004,219,585</b>	<b>Tsh1,089,377,881</b>	<b>Tsh1,174,006,198</b>	<b>Tsh1,258,055,953</b>	<b>Tsh1,341,474,108</b>
Paid-In Capital	Tsh650,000,000											
Retained Earnings												
Earnings	Tsh439,960,896	Tsh857,371,791	Tsh1,275,069,521	Tsh1,693,080,376	Tsh2,111,433,061	Tsh2,530,158,910	Tsh2,949,292,129	Tsh3,368,870,063	Tsh3,788,933,476	Tsh4,209,526,869	Tsh4,630,698,824	Tsh5,052,502,377
<b>Total Owner's Equity</b>	<b>Tsh1,089,960,896</b>	<b>Tsh1,507,371,791</b>	<b>Tsh1,925,069,521</b>	<b>Tsh2,343,080,376</b>	<b>Tsh2,761,433,061</b>	<b>Tsh3,180,158,910</b>	<b>Tsh3,599,292,129</b>	<b>Tsh4,018,870,063</b>	<b>Tsh4,438,933,476</b>	<b>Tsh4,859,526,869</b>	<b>Tsh5,280,698,824</b>	<b>Tsh5,702,502,377</b>
<b>Total Liabilities &amp; Equity</b>	<b>Tsh1,486,537,678</b>	<b>Tsh1,991,759,388</b>	<b>Tsh2,496,981,099</b>	<b>Tsh3,002,202,809</b>	<b>Tsh3,507,424,519</b>	<b>Tsh4,012,646,229</b>	<b>Tsh4,517,867,938</b>	<b>Tsh5,023,089,648</b>	<b>Tsh5,528,311,357</b>	<b>Tsh6,033,533,067</b>	<b>Tsh6,538,754,776</b>	<b>Tsh7,043,976,485</b>

	FY2023	FY2024	FY2025
Cash	Tsh4,967,300,577	Tsh10,401,164,190	Tsh16,119,618,486
Accounts Receivable	Tsh0	Tsh0	Tsh0
Inventory			
Other Current Assets			
<b>Total Current Assets</b>	<b>Tsh4,967,300,577</b>	<b>Tsh10,401,164,190</b>	<b>Tsh16,119,618,486</b>
Long-Term Assets	Tsh2,595,844,885	Tsh2,595,844,885	Tsh2,595,844,885
Accumulated Depreciation	(Tsh519,168,977)	(Tsh1,038,337,954)	(Tsh1,557,506,931)
<b>Total Long-Term Assets</b>	<b>Tsh2,076,675,908</b>	<b>Tsh1,557,506,931</b>	<b>Tsh1,038,337,954</b>
<b>Total Assets</b>	<b>Tsh7,043,976,485</b>	<b>Tsh11,958,671,121</b>	<b>Tsh17,157,956,440</b>
Accounts Payable	Tsh0	Tsh0	Tsh0
Income Taxes Payable	Tsh1,109,085,887	Tsh1,120,946,821	Tsh1,144,101,337
Sales Taxes Payable	Tsh0	Tsh0	Tsh0
Short-Term Debt	Tsh203,701,821	Tsh28,686,406	Tsh10
Prepaid Revenue			
<b>Total Current Liabilities</b>	<b>Tsh1,312,787,708</b>	<b>Tsh1,149,633,227</b>	<b>Tsh1,144,101,347</b>
Long-Term Debt	Tsh28,686,401	Tsh0	Tsh0
<b>Long-Term Liabilities</b>	<b>Tsh28,686,401</b>	<b>Tsh0</b>	<b>Tsh0</b>
<b>Total Liabilities</b>	<b>Tsh1,341,474,108</b>	<b>Tsh1,149,633,227</b>	<b>Tsh1,144,101,347</b>
Paid-In Capital	Tsh650,000,000	Tsh650,000,000	Tsh650,000,000
Retained Earnings		Tsh5,052,502,377	Tsh10,151,837,894
Earnings	Tsh5,052,502,377	Tsh5,106,535,518	Tsh5,212,017,198
<b>Total Owner's Equity</b>	<b>Tsh5,702,502,377</b>	<b>Tsh10,809,037,894</b>	<b>Tsh16,013,855,092</b>
<b>Total Liabilities &amp; Equity</b>	<b>Tsh7,043,976,485</b>	<b>Tsh11,958,671,121</b>	<b>Tsh17,157,956,440</b>

## Cash Flow Statement (With Monthly Detail)

FY2023	Apr '22	May '22	June '22	July '22	Aug '22	Sept '22	Oct '22	Nov '22	Dec '22	Jan '23	Feb '23	Mar '23
<b>Net Cash Flow from Operations</b>												
Net Profit	Tsh439,960,896	Tsh417,410,896	Tsh417,697,730	Tsh418,010,855	Tsh418,352,685	Tsh418,725,849	Tsh419,133,219	Tsh419,577,934	Tsh420,063,413	Tsh420,593,393	Tsh421,171,955	Tsh421,803,553
Depreciation & Amortization	Tsh43,264,081											
Change in Accounts Receivable	Tsh0											
Change in Inventory												
Change in Accounts Payable	Tsh0											
Change in Income Tax Payable	Tsh96,576,782	Tsh91,626,782	Tsh91,689,745	Tsh91,758,481	Tsh91,833,516	Tsh91,915,430	Tsh92,004,854	Tsh92,102,473	Tsh92,209,041	Tsh92,325,379	Tsh92,452,381	Tsh92,591,023
Change in Sales Tax Payable	Tsh0											
Change in Prepaid Revenue												
<b>Net Cash Flow from Operations</b>	<b>Tsh579,801,759</b>	<b>Tsh552,301,759</b>	<b>Tsh552,651,556</b>	<b>Tsh553,033,418</b>	<b>Tsh553,450,282</b>	<b>Tsh553,905,361</b>	<b>Tsh554,402,155</b>	<b>Tsh554,944,488</b>	<b>Tsh555,536,535</b>	<b>Tsh556,182,853</b>	<b>Tsh556,888,417</b>	<b>Tsh557,658,657</b>
<b>Investing &amp; Financing</b>												
Assets Purchased or Sold	(Tsh2,595,844,885)											

<b>Net Cash from Investing</b>	<b>(Tsh2,595,844,885)</b>											
Investments Received	Tsh650,000,00											
Dividends & Distributions												
Change in Short-Term Debt	Tsh77,625,492	Tsh7,115,670	Tsh7,767,940	Tsh8,480,001	Tsh9,257,334	Tsh10,105,923	Tsh11,032,300	Tsh12,043,594	Tsh13,147,590	Tsh14,352,786	Tsh15,668,458	Tsh17,104,733
Change in Long-Term Debt	Tsh222,374,508	(Tsh10,931,637)	(Tsh11,933,74)	(Tsh13,027,627)	(Tsh14,221,826)	(Tsh15,525,493)	(Tsh16,948,663)	(Tsh18,502,291)	(Tsh20,198,334)	(Tsh22,049,848)	(Tsh24,071,084)	(Tsh26,277,600)
<b>Net Cash from Financing</b>	<b>Tsh950,000,000</b>	<b>(Tsh3,815,967)</b>	<b>(Tsh4,165,764)</b>	<b>(Tsh4,547,626)</b>	<b>(Tsh4,964,491)</b>	<b>(Tsh5,419,570)</b>	<b>(Tsh5,916,364)</b>	<b>(Tsh6,458,697)</b>	<b>(Tsh7,050,747)</b>	<b>(Tsh7,697,064)</b>	<b>(Tsh8,402,622)</b>	<b>(Tsh9,172,867)</b>
Cash at Beginning of Period	Tsh0	(Tsh1,066,043,126)	(Tsh517,557,334)	Tsh30,928,458	Tsh579,414,250	Tsh1,127,900,041	Tsh1,676,385,832	Tsh2,224,871,623	Tsh2,773,357,414	Tsh3,321,843,205	Tsh3,870,328,996	Tsh4,418,814,787
Net Change in Cash	(Tsh1,066,043,126)	Tsh548,485,792	Tsh548,485,792	Tsh548,485,792	Tsh548,485,791	Tsh548,485,790						
<b>Cash at End of Period</b>	<b>(Tsh1,066,043,126)</b>	<b>(Tsh517,557,334)</b>	<b>Tsh30,928,458</b>	<b>Tsh579,414,250</b>	<b>Tsh1,127,900,041</b>	<b>Tsh1,676,385,832</b>	<b>Tsh2,224,871,623</b>	<b>Tsh2,773,357,414</b>	<b>Tsh3,321,843,205</b>	<b>Tsh3,870,328,996</b>	<b>Tsh4,418,814,787</b>	<b>Tsh4,967,305,577</b>

	FY2023	FY2024	FY2025
<b>Net Cash Flow from Operations</b>			
Net Profit	Tsh5,052,502,377	Tsh5,106,535,518	Tsh5,212,017,198
Depreciation & Amortization	Tsh519,168,977	Tsh519,168,977	Tsh519,168,977
Change in Accounts Receivable	Tsh0	Tsh0	Tsh0
Change in Inventory	Tsh0	Tsh0	Tsh0
Change in Accounts Payable	Tsh0	Tsh0	Tsh0
Change in Income Tax Payable	Tsh1,109,085,887	Tsh11,860,934	Tsh23,154,516
Change in Sales Tax Payable	Tsh0	Tsh0	Tsh0
Change in Prepaid Revenue			
<b>Net Cash Flow from Operations</b>	<b>Tsh6,680,757,241</b>	<b>Tsh5,637,565,429</b>	<b>Tsh5,754,340,691</b>
<b>Investing &amp; Financing</b>			
Assets Purchased or Sold	(Tsh2,595,844,885)		
<b>Net Cash from Investing</b>			
Investments Received	Tsh650,000,000		
Dividends & Distributions		(Tsh7,200,000)	
Change in Short-Term Debt	Tsh203,701,821	(Tsh175,015,415)	(Tsh28,686,395)
Change in Long-Term Debt	Tsh28,686,401	(Tsh28,686,401)	Tsh0
<b>Net Cash from Financing</b>	<b>Tsh882,388,221</b>	<b>(Tsh203,701,816)</b>	<b>(Tsh35,886,395)</b>
Cash at Beginning of Period	Tsh0	Tsh4,967,300,577	Tsh10,401,164,190
Net Change in Cash	Tsh4,967,300,577	Tsh5,433,863,613	Tsh5,718,454,296
<b>Cash at End of Period</b>	<b>Tsh4,967,300,577</b>	<b>Tsh10,401,164,190</b>	<b>Tsh16,119,618,486</b>