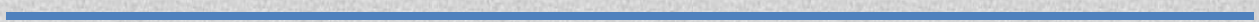




# **313 HAULIERS LIMITED**

**FEASIBILITY STUDY FOR INTEGRATED LOGISTICS  
MANAGEMENT AND CARGO TRUCKING PROJECT**



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# PART I

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## 1.0 EXECUTIVE SUMMARY

### 313 HAULIER LIMITED

313 Hauliers Limited is Company registered in Tanzania under the Companies act of 2002, and bears Certificate of Incorporation No. 146238165 issued 7<sup>th</sup> December, 2020.

The project promoters are well established businessmen in Dar es Salaam Region, carrying out various businesses but majoring in printing and manufacturing of packaging materials, real estate transportation and general trading activities. Having been in business over 15 years the directors are well equipped for expansion and they see a promising business opportunity in Logistics Management and Transportation Sector.

This document is prepared to the serve the purpose as a business plan for 313 HAULIERS LIMITED for its transportation Project. The implementation of this project will compromise the following activities:-

- The purchases of cargo 15 trucks and to be done into phases
- The purchases of 10 semi-trailers to be done into phases
- Equipping the Company with relevant facilities to for Logistics and transportation project
- Construction of a modern workshop, Goods shed for storage purpose.

The proposed first phase of the project, comprising the purchase of 30 trucks trailers which is estimated to cost more than 1,100,000\$. The project promoter will finance the entire project by 36% while the remaining 64% of this investment will be thought from financial Institutions.

### 1.1 THE PROJECT PROMOTOERS

The project is sponsored by 313 HAULIERS LIMITED. The company is owned by three directors with the following shares.

NAME OF DIRECTORS	NATIONALITY	NUMBER OF SHARES	% of shares
Suahila Shabbar Kermali	Tanzanian	42,000	70
Kumailabbas Mahamood Rahimu	Tanzanian	6000	10
Muhammed Shabbar Kermali	Tanzanian	12,000	20

## **1.2 LEGAL STRUCTURE**

The company is operating under and within the ambit of the law due the fact that, it has the following documents; Memorandum and Article of Association, certificate of incorporation, Tax Identification Number, Business License and value added Tax certificates.

## **1.3 LOCATION**

The head Office of the Company's Project will be located at Dar es Salaam City at Office block on Plot number 9 Pugu Road Industry area.

## **1.4 MARKETS**

The target markets of this project are the neighboring landlocked countries of central, east and southern Africa such as DRC, Malawi, Zambia, Burundi, Rwanda, and Uganda, including hinterland parts of Tanzania.

As the matter of Fact poor transport and communication infrastructures are major causes of low levels of interregional trade in East & Central Africa. It is of view of this factor 313 HAULIERS LIMITED has resolved to invest in the ones stop logistics and transport sector to provide solution that would lead to stimulating the said intraregional trade. The project is expected to offer challenges to the business community to enhance interregional trade between Tanzania and these countries.

## **1.5 THE INVESTMENT**

Total cost planned to be invested at this project is 1,100,000 USD. The amount of loan to be secured is 700, 0000 USD while the equity funding will be 400,000 USD. The profits generated will be reinvested.

## **1.6 FINANCIAL ASPECTS**

Financial information of 313 HAULIERS LIMITED is projected within Limit of five years. The company projected profit and Loss, account show a respectable turnover of gained to the rest of five years. The projected income statement shows the profits of 73,192\$ in the first year of operation and more than 260,000 USD in the 5<sup>th</sup> year of the usefully lifetime of the implementation during which the business will be evaluated again. The projected balance sheet shows the increase of net worth of more than 171, 000\$ in the 3<sup>rd</sup> year and more than 151,000\$ in the 5<sup>th</sup> year. The financial documents show that the business has a positive net cash flow.

# PARTY II

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## 2.0 PROJECT CONCEPT

Tanzania is largest country in East Africa which is geographically strategically located in relation to her neighbors. Because of the strategic location of Tanzania, the country's transportation System is also used to serve landlocked neighbors countries which include countries like Uganda, Rwanda, Burundi, DRC, northern parts of Zambia, Malawi and some parts of Mozambique.

The transportation sector plays critical role in the social economic development of the country. Transport provides links between centers of production and those of consumption, markets in the economic sectors such as agriculture, Industry, mining and tourism. It facilitates the flow of people along the import and export corridors that link the coast ports and land locked countries.

Transport equally provides access to employments, health, education, recreation and other services. Therefore, one is right to conclude that without a good transport system the development of a country is impossible .What roads and railways are to a country's development is like what the blood system is to the human body.

The Tanzania Government realizes the role of the transport sector for its social and economic development as the results; it is encouraging private sector to invest in transportation industry, not only that but also offers a good package of incentives for investors investing in transportation sector.

### 2.1. Government Policy on Transportation

The government has of late put a greater emphasis on the transport and communication sector so as to improve upon them and consequently lead to economic development. The following are therefore the national transport policies among others:

- To improve the standard of trunk road network by maintaining the existing roads so as to ensure a satisfactory level of service and to expand the feeder roads in order to cover a wider area of agricultural production. Rehabilitation and maintenance of existing railway network is also given grater attention;

- To give assistance to the private sector so as to enable the sector provide transport services both in the country and neighbouring states. Hence, the private transport sector provides over 70% of total road services.
- From the brief outline mentioned above, the transport policy in all its intent is geared towards improving and encouraging all modes of transport whether private or public and run on strictly business principles in order to promote efficiency and raise the quality of the service rendered.

313 HAULIERS LIMITED is investing in transportation sector to stimulate interregional trade between Tanzania and neighboring countries, to procure foreign currency for the country in the course of business transactions and to provide extra employment to more people in the sector.

## **2.2. Social and Economic Impact of the project**

The proposed project will result into the following social and economic impacts:

- Increase the provision of high quality logistics and transportation in Tanzania and EAC and Central Africa.
- Increased availability of quality distribution and marketing products along side competitive prices of these products will result in increased healthy competition among all trading and manufacturing companies
- The proposed project of the fleet of trucks investment in this sector will provide employment for more than 30 people
- The Government and other agencies will benefit from various taxes, fees and commissions that will be paid to the Treasury etc. by 313 HAULIERS LIMITED

## **2.3 LEGAL OPERATION OF 313 HAULIERS LIMITED**

313 HAULIERS LIMITED is company legally registered in Tanzania and it bears the Certificate of Incorporation no: 146238165 issued 7<sup>th</sup> December, 2020. The following documents justify legal establishment and legal operation of 313 HAULIERS LIMITED within the transportation Industry.

- Memorandum and Article of Association.
- Certificate of Incorporation.
- Tax Identification Number Certificate
- Value added Tax certificat

## 2.4 MANAGEMENT STRUCTURE

The management of 313 Haulier Limited has planned to have the following organization set up:-

- ✓ Managing Director who will be responsible on the supervision on the entire operations of the Company
- ✓ Company Accountant\Manager
- ✓ General Managers who will be supervising rest of departments, drivers and other staffs

The company wants to be guided by the following Management set up:-

<b>313 HAULIERS LIMITED</b>							
<b>Projected Salaries &amp; Wages</b>							
			YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>General salaries and benefits:</b>							
Position:	Name:						
Directors	3		90,000	91,800	93,636	95,509	97,419
Mangers	1		9,600	9,792	9,988	10,188	10,391
Drivers	15		54,000	55,080	56,182	57,305	58,451
Assistant Drivers	15		45,000	45,900	46,818	47,754	48,709
watchmen	4		12,000	12,240	12,485	12,734	12,989
Total	38					-	-
			210,600	214,812	219,108	223,490	227,960
	Estimated benefits (10%)		21,060	21,481	21,911	22,349	22,796
<b>Total salaries and benefits</b>			<b>231,660</b>	<b>236,293</b>	<b>241,019</b>	<b>245,839</b>	<b>250,756</b>
						-	-
<b>Management salaries</b>						-	-
Position:	Name:						
Project Manager	1		4,800	5,400	5,640	6,000	6,120
Marketing	1		4,800	4,800	4,800	4,800	4,896
						-	-
						-	-
			9,600	10,200	10,440	10,649	10,862
	Estimated benefits (7%)		672	714	731	745	760
<b>Total management salaries</b>			<b>10,272</b>	<b>10,914</b>	<b>11,171</b>	<b>11,394</b>	<b>11,622</b>
						-	-
<b>Total salaries</b>			<b>241,932</b>	<b>247,207</b>	<b>252,190</b>	<b>257,234</b>	<b>262,378</b>

## 2.5 MANAGEMENT PLANS OF 313 HAULIERS LIMITED

The management of 313 Hauliers Limited plans to buy 15 trucks tractors & 15 semi trailers of 25 tonnages which combine 10 tanker Trailer trucks. These trucks will be sourced mostly from EU countries. The trucks will be procured into three to four phases respectively.

The study based on the first batch of 30 trucks. It has been estimated that at full scale operations the 10 trucks are expected at least annually, their destinations being Tanzania's landlocked neighboring countries of Malawi, Zambia, Burundi, Rwanda, DRC etc.

## 2.6 ITEMS TO BE PURCHASED BY MANAGEMENT OF 313 HAULIERS LIMITED

The deemed capital goods planned to procure by the Company being part of the implementation of the projects include the following:-

NO	ITEMS	QUANTITY/UNITS
1.	Trucks Tractors	15
2.	Semi Trailers	15
3.	Trucks	5
4.	Trailers	5
5.	Folk Lift	3
5.	Pickups – for road patrol	2
6.	Land Cruiser Hard Top	1
9.	Motor cycle	2
10.	Machinery & workshop equipments	
	• Electric chain bock	1
	• Manual chain Block	1
	• Gear pumps	2
	• Air pressure grease pump	1
	• Pressure washing machine	1
	• Generator	1
	• Compressor	2
	• Wedding set machines	1
	• Grinder	1
	• Tarpaulins	
11	Office equipments	
	• Computer set	5
	• Air conditions	6pc
	• Radio call cables	35
	• Photocopy machine	1
	• Fax machine	1

# PART III

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## **3.0 MARKET INFORMATION**

The project's clientele is in the landlocked neighboring countries of Malawi, Zambia, Democratic of Congo, Burundi, Rwanda and even Uganda. Management has explored these markets and is confident it can undertake profitable business with them.

The project management plans for all vehicles several trips per month. The number trips per month and the cost of trips are determined by both the trip's destination and the nature of road involved. Moreover a total of 220 trips will be made. Each truck will transport a minimum of 28 tons per trip. Thus a total of more than 6,000 tons of various goods will be overhauled between Tanzania and its neighbours

## **3.1 SERVICES OFFERED BY 313 HAULIERS LIMITED**

The company is licensed to organize Logistics and Transit trucking of Bulk goods activities and clearing forwarding of cargo. The Company will operate three income generating services activities as under

### **3.1.1 Cargo Bulk transportation.**

Under this service provision activity, the company will be fully involved in all aspects of bulk cargo transportation operations within Tanzania mainland such as transportation of goods from lake zones to coastal regions, from coastal regions to southern regions of Tanzania in SADC and EAC Countries. Moreover the bulk cargo transportation will involve the movement of cargos from Inland Tanzania to neighboring land locked countries or to the countries surrounding great lakes.

### **3.1.2**

### **3.1.3 Warehousing storage service**

313 Haulers Limited will provide storage services for the goods waiting shipment to up countries. The price per tonnage for whoever user of the 313 Haulers Limited storage services will range between 100 up 120 USD per ton per month. This is expected to be one of the sources of income generation to 313 Haulers Limited.

### **3.1.4 Pricing Strategy**

313 Haulers Limited will determine its pricing structure for all its products and services on basing on the criteria such as fuel costs, parking boarder entry fees, and etc. However the routes are priced according to distance and the status of the road in

question. It has been conservatively assumed that all foreign destinations will have flat rate charge of around 4000\$, while all internal destination will each cost.

313 Haulers Limited intend to offer best quality services that comply to the price charged as indicated earlier, there is a market segment that has spending power and can afford this pricing. Therefore, this pricing will reflect the targeted market segment in focus. After the 2008 seasons the company will analyze its pricing structure once again to reflect the cost of the various components of its products and will adjust accordingly.

### **3.1.5 Sales and Marketing Communication**

Under the implementation plan the following sales and marketing communication approaches will be carried out:-

- Advertising through internet
- Opening up an overseas agent in target countries
- Joining membership to various trade associations.

### **3.1.6 Transportation Industry in Tanzania Constraints**

The road transport in Tanzania is heavily dependent on imported vehicles and related inputs. The road transport is however faced with the following problems:

- Lack of adequate transport and transport facilities;
- Poor infrastructure facilities particularly trunk roads;
- Lack of adequate transport services to land-locked neighboring countries which would like to use our port facilities for enhancement of their international trade;
- Poor maintenance of roads and transport equipments;
- Lack of proper co-ordination between the transport sector and other sectors of the economy.

## **3.2 Facts about Cargo Haulage Service in Tanzania**

### **3.2.1 Capacity in cargo Handling (Country Overview)**

Tanzania surface transport system consists approximately 44,000 km of earth, gravel and tarmac road. The road also contributes about 65% of ton-kilometres in the country. In view of this, there is need for improving the road haulage industry and hence enhancement of economic well being of the country.

One major problem of road transport in the country is still poor condition of many roads. However, the government alongside World Bank funding, has begun to rehabilitate main trunk roads in the country at the moment and this move is expected to alleviate the existing problems. At 18% or roads are tarmac, 21% gravelled, there rest are earth roads.

Hence, there is a great potential for development of road haulage in the country due to limited slow growth potential railways. Development of road transport is therefore essential for purposes of enhancing easy movement of inputs and consumer goods in the country. Road transport is also important in so far as transport of transit cargo is concerned particularly as regards south, north and central corridors for containerised goods.

The project aim at capturing the transit cargo passing through Dar es Salaam corridor DRC, Burundi, Uganda and Rwanda and later on to other land locked neighbouring countries. The major users of the Dar es Salaam transit corridors are Zambia, DRC, Malawi, Rwanda, Burudi and recently Uganda. The transit and inter-regional goods can be segmented as follows:-

- Transit goods destined for southern corridors of Malawi and Zambia, north and central corridors of DRC, Rwanda, Burundi and Uganda;
- Inter-regional goods which include Southern highlands of Mbeya, Iringa, Ruvuma and Rukwa;
- Central Zones of Morogoro, Dodoma, Mwanza, Tabora and Mara;
- Northern zones of Mwanza, Arusha and Kilimanjaro
- Inter-regional Demand

Inter-regional demand refers to all goods crossing regions in all directions. Inter regional transport demand for southern zone is served by trunk roads and Tanzania Zambia Railways Authority (TAZARA) while the north and central zones are served by Tanzania Railway Corporation (TRC) and trunk roads. The major commodities that are transported by road to these regions include consumer goods, fuel, farm inputs and industrial inputs. The annual tonnage of inter-regional goods for the period 2016/2017 is as follows:

<b>Inward</b>	<b>Average Tonnage</b>
Southern Zone	35,800
Northern Zone	37,500
Central Zone	41,650
<b>Subtotal</b>	<b>114,950</b>
<b>Outward</b>	<b>Average Tonnage</b>
Southern Zone	49,570
Northern Zone	98,560
Central Zone	88,450
<b>Sub total</b>	<b>226,580</b>

**Total tons** **351,530**  
Source: **National Transport Corporation**

Demand for transport to haul goods to the regions is highly seasonal. High demand normally occurs from July to December during harvesting, crop collection and supply of farm inputs transportation demand declines in January and remains low up to June.

### **3:3 Supply of Transport Equipment**

According to the market survey, there has been a shift of ownership in recent times of transport projects from those owned by Parastatal Organisations and Co-operative Unions such as Regional Transport Companies (RETCOs) to those operated and owned privately. The supply of goods transport in the region is represented by a fleet of commercial cargo carrying vehicles with average capacities of 35 tons and above operating within the regions, intra-regional and inter regional routes.

### **3:4 Transit Traffic**

Tanzania acts as a transit country for the landlocked countries of DRC, Zambia, Rwanda, Burundi, Uganda, and Malawi. General cargo (that is excluding bulk petroleum and other bulk liquids) handled through the Dar es Salaam port between 1994 and 1997 ranged between 1,875,395 and 2,345,700 tons. The bulk of transit cargo that traffics through Tanzania is that of Zambia with largest proportion being carried out by TAZARA.

Malawi has similarly shown a dramatic increase in passing its transit cargo through the Dar es Salaam port in recent years. The bulk of its cargo is carried by road. Recent efforts by heads of state of Malawi and Tanzania gear towards establishing and exploiting the so called Mtwara Corridor as a potential link between the two countries. Of course, it might take some time before actual implementation of the current plans are put into reality and trucks start rolling across borders of the two states.

### **3:5 Individual Country Prospectus**

#### **3:5:1 Rwanda and Burundi**

Most of Burundi's exports are already passing through the Dar es Salaam port. Rwanda's transit traffic keeps on changing from time to time. During the period 1995 and 1996 an estimated 45,000 tonnes of overseas trade passed through Dar es Salaam. Between 1986 and 1994 traffic has been reduced due to Rwanda's poor economic performance and civil war and economic embargo against Burundi between 1996 and early 1999. However, now the embargo has been lifted in Burundi and increased political stability in Rwanda should increase regional cargo traffic through Dar es Salaam port from and to these two states.

### **3.5.2 Uganda**

Uganda has of late substantially increased its international trade through Dar es Salaam. Most trade is handled by rail from Mwanza to Dar es Salaam and vice versa and through Lake Victoria to and from Uganda. Road transport ranks second in this route

### **3.5.3 Democratic of Congo (DRC)**

DRC uses Tanzania as their transit country mainly for exports of their copper and other minerals plus imports of consumer and semi finished goods.

There are five principal routes available to DRC copper exports:

- Lobito in Angola
- Matadi in DRC
- Dar es Salaam via Kigoma
- Beira and Maputo via Zambia and Rwanda
- East London in South Africa via Zambia and Rwanda

The Dar es Salaam port accounts for 10% of DRC's foreign trade. Road transport ranks first in so far as goods destined to DRC are concerned. Main products handled include oil products and general cargo namely; industrial chemicals, foodstuffs, cotton and machinery.

### **3.5.4 Malawi**

Malawi depended heavily on the ports of Macala and Beira in Mozambique but civil war disrupted the flow of traffic from the two ports since 1982. As a result Malawi transit goods have been diverted to Dar es Salaam, with the subsequent construction of container depots and other goods (both imports and exports) near Dar es Salaam port and in Mbeya.

However, because of the ravages of civil war in Mozambique, it can be assumed that the Nacala and Beira route would not be used by Malawi in the foreseeable future. In view of this fact, it is possible that around 40% of Malawi's overseas trade would be routed through Dar es Salaam port and the rest through Durban in South Africa. Even in a situation in which the traditional routes become available again, it is anticipated that around 20% of the overseas trade would continue to be allocated to Malawi's northern corridor.

However, expansion of the Dar es Salaam port container handling facility, improvement of the Dar-Mbeya highway and construction of the new cross boarder road between Tanzania and Malawi may still filter the traffic towards Dar es Salaam. This refers to such traditional exports traffic such as sugar, Tea and tobacco which are expected to be routed through Dar es Salaam in preference to shipment via Durban in South Africa. Tea and tobacco exports are containerised whilst sugar is assumed to continue to travel as break-bulk. Presently 10% of

Malawi's overseas trade passes through its northern corridor to Tanzania and is expected to increase overtime. The proposed project is mainly base on the Dar es Salaam Kigali and Mombasa Kigali routes. Although the Dar-Malawi-Dar is considered to be the main route, cargo destined or originating to/from other neighbouring countries would also be handled depending on the situation at any point in time.

### **3.5.5 Zambia**

The level of transit traffic handled by Zambia through the Dar es Salaam port has reasonably been constant over the previous years. A big portion of north bound traffic is handled by TAZARA while less than 10% of transit traffic is handled by road.

#### **Market Base**

As already stated, road transportation of cargo basically involves movement of trucks of agricultural produce, agricultural inputs, building materials,, soft drinks, beer, timber, consumer goods, industrial raw materials like gypsum, fuel, coal etc. Domestic road transportation of cargo is basically classified into intra-regional and inter-regional transport.

Intra-regional transport demand involves transportation of goods within the region which may be inward demand which refers to movement of goods from rural areas to urban centres, rail heads and factories or it may be outward demand which refers to movement of goods to rural areas.

Inter-regional demand of transport includes movement of goods across borders of a particular region to and fro.

The movement of goods to and fro across borders of the country is referred to as international transport demand.

313 Hauliers Limited will adhere to the company's basic objectives for which it is established; that is, to strengthen transportation related to agriculture and support building and construction activities (especially those related to rural road construction) in order to serve more efficiently the rural population with a basic view of improving agricultural production and stimulating and supporting other economic activities. Besides intra-regional and inter-regional operations, the company plans to go into international operations to serve the landlocked neighbouring countries.

313 Hauliers Limited has an open eye on the vast opportunities that exist in the intra-regional and inter-regional transport. As stated earlier, the directors of the company have a wealth of long experience in the transportation industry in Tanzania. The project therefore targets

transportation of Flue-cured Leaf Tobacco in Iringa, Mbeya and Tabora regions and Fire-cured Tobacco in Ruvuma region first from the fields to the markets and thereafter to rail heads and/or directly to the processing plants at Morogoro and Songea respectively. Other agricultural produce are also targeted. Likewise, the company targets transportation of tobacco and other agricultural inputs to these regions. The directors have well established ties with the major tobacco companies such that acquiring transport tenders will not be a problem, and demand for the crop haulage services is huge.

Other targeted markets are transportation of building materials like cement (from Mbeya Cement Company to Dar es Salaam and other neighbouring regions markets, steel (from Dar es Salaam manufacturers to the regions), timber (from Sao Hill to Dar es Salaam and neighbouring regions) and movement of industrial raw materials like gypsum for Mbeya Cement Company and coal from Kiwira Coal Mines.

313 Hauliers Limited will also be involved in transportation of building and construction materials. They are especially targeting road construction and specifically rural roads construction, rehabilitation and maintenance projects.

The other major targets in domestic transportation are in securing contracts to transport mining machinery and equipment for major mining companies around the Lake Victoria basin. Also, there is scope for securing transportation contracts from UN bodies such as the World Food Programme, United Nations High Commission for Refugees, etc. The directors have already made contacts to the potential customers in these areas and so far response has been very encouraging.

On the International Transport arena, operating projections assume that the project would operate on the Mombasa and Dar es Salaam routes to Kigali, Bujumbura and Lubumbashi. However, initially the project will mainly operate on the Mombasa – Dar es Salaam, Dar es Salaam – Zambia, Dar es Salaam – Malawi routes where the project promoters have managed to establish contacts with a view to secure contracts to transport transit cargo.

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# PART IV

## 4.0 FINANCIAL APECTS

### 4.1 Investment Plan

In order to sustain the viability and growth of 313 Hauliers Limited, a modest Investment plan has been drawn during the project period. It is planned that the company will build the fleet of 15 units of Semi-Trailers, 15 units of Tanker Trailers and Tractor trailers units the first three years at the cost of US\$ 1,100,000. The proposed investment program is expected to take a period of *four years*.

<b>Financing</b>		<b>\$</b>
<b>Long-term liabilities</b>		
Long-term loan		700,000
<b>Owner's equity</b>		
Cash		300,000
Contributed asset value		100,000
<b>Total</b>		<b>1,100,000</b>

The fleet development programme is indicated in Table below:-

#### 4.1.1 Truck acquisition plan

<b>CATEGORY OF TRUCK/YEAR</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>TOTAL</b>
Semi –Trailers (25tons)	5	5	3	2	15
Tanker Trailers (40,000 lts)	2	5	1	7	15
Truck Tractors(25 tons)	2	4	1	3	10
<b>TOTAL</b>	<b>9</b>	<b>14</b>	<b>4</b>	<b>12</b>	<b>40</b>

### 4.2 Investment and Financing USD 1,100,000

For the project to be a reality a total investment amounting to 1,100,000 \$ including working capital.

#### **4:2:1 Machinery and Equipment 110,000 \$**

Some of the 110,000\$ is anticipated to be spent on the purchase of various workshop & garage machinery and equipments. The equipments for mechanical workshop will include things like diesel pump, spray facilities, tyre retreading plants etc.

Also to be included is the purchase of welding and grinding machine, compressors, both mobile and stationery, electric chain block , Manual chain Block, Grease air pressure, pressure washing machine, welding machine, Generator etc

#### **4:2:2 Office Furniture and Equipment 15,000USD**

This investment Cost item has been estimate to cost 15,000\$.It will consist office tables, chairs, telephone, fax machines, computer, File cabinets, sofa chairs etc

#### **4:2:2 Pre Operational Expenses 50,000 USD**

The cost covers things like company registration, expenses spent by Directors of 313 Hauliers Limited in exploring the viability of the project, especially the market/client identification exercise done in those countries targeted to be served. The pre operational cost covers issues like consultancy fees, legal , recruitment and training costs of personnel

#### **4:2:2 Motor Vehicles: 800,000 USD**

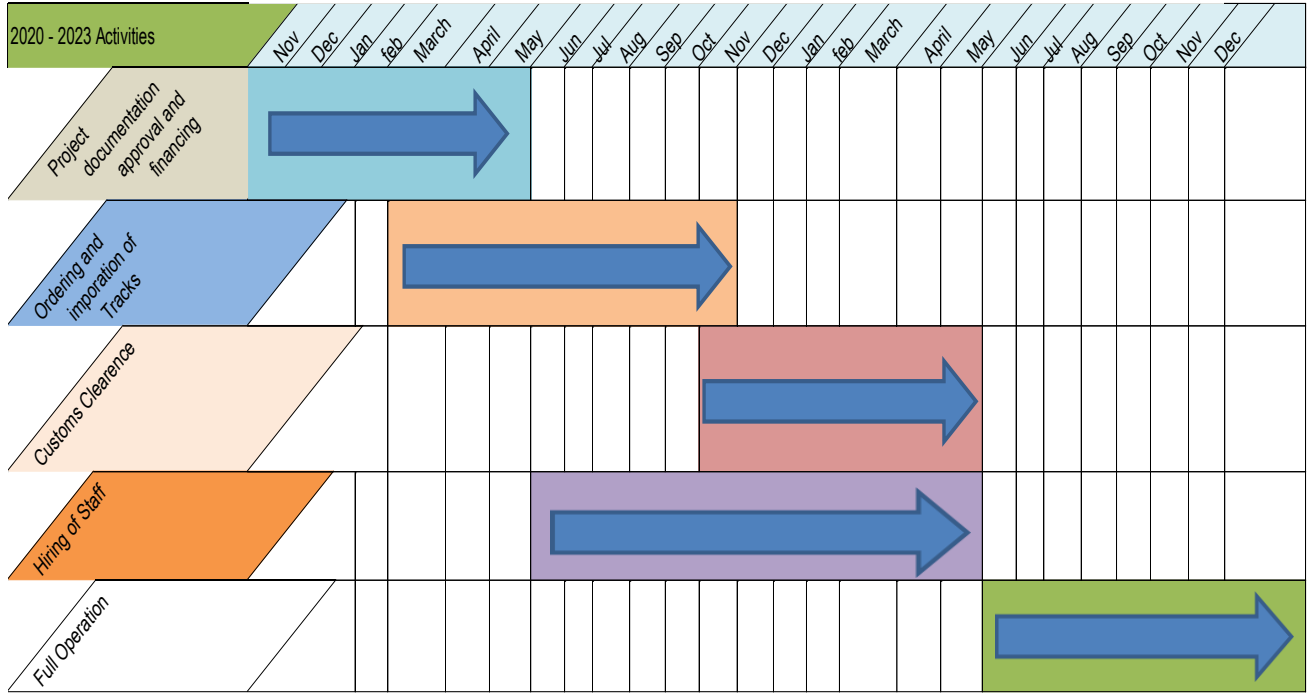
The project will need several vehicles at a estimated cost of 800,000 USD .According to the Company's Plans the first phase will involve the purchase of several vehicles at the cost of more than 35,000\$ – 45,000\$ . These Vehicles will be used to overhauling various types of goods and products on behalf of several customers located in land locked countries.

#### **4:2:3 Working Capital**

A provision working capital has been made at100,000 USD from project operation. This will take care of Employee, training, salaries fuel etc.

### 4.3 PROJECT IMPLEMENTATION SCHEDULE

The project will need two to Four years as displayed in trucks acquisition plan to be in full operational. It is projected that more time will be required for approval of relevant papers



# PROJECTED FINANCIAL STATEMENTS

<b>313 HAULIERS LIMITED</b>					
<b>PROJECTED INCOME STATEMENT</b>					
<b>Five Years of Operations</b>					
	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 4</b>	<b>YEAR 5</b>	<b>YEAR 6</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>SALES</b>	2,091,000	2,562,000	3,132,000	3,169,584	3,207,619
				-	-
<b>COST OF SALES</b>	1,352,000	1,669,500	1,954,500	1,977,954	2,001,689
				-	-
<b>GROSS MARGIN</b>	739,000	892,500	1,177,500	1,191,630	1,205,930
				-	-
<b>OPERATING COSTS</b>				-	-
Advertising	7,000	7,700	8,470	8,572	8,674
Automotive	12,000	13,200	14,520	14,694	14,871
Bank charges	9,400	10,340	11,374	11,510	11,649
Business taxes	12,000	13,200	14,520	14,694	14,871
Casual wages	19,000	20,900	22,990	23,266	23,545
Depreciation	276,700	276,700	276,700	280,020	283,381
Dues, licenses and fees	15,000	16,500	18,150	18,368	18,588
Insurance	18,000	19,800	21,780	22,041	22,306
Interest on long-term debt	31,318	23,023	14,304	14,476	14,649
Management salaries	10,272	10,914	11,171	11,305	11,441
Misellaneous expenses	9,000	9,900	10,890	11,021	11,153
Office costs	8,000	8,800	9,680	9,796	9,914
Postage	4,000	4,400	4,840	4,898	4,957
Professional fees	7,000	7,700	8,470	8,572	8,674
Property taxes	40,000	44,000	48,400	48,981	49,569
Repairs and maintenance	17,000	18,700	20,570	20,817	21,067
Rent	6,000	6,600	7,260	7,347	7,435
Salaries and benefits	231,660	236,293	241,019	243,911	246,838
Telephone	11,200	12,320	13,552	13,715	13,879
Utilities	24,500	26,950	29,645	30,001	30,361
	769,050	787,940	808,305	818,005	827,821
				-	-
<b>INCOME BEFORE TAXES</b>	<b>(30,050)</b>	<b>104,560</b>	<b>369,195</b>	<b>373,625</b>	<b>378,109</b>
				-	-
<b>INCOME TAXES</b>	<b>9,015</b>	<b>(31,368)</b>	<b>(110,759)</b>	<b>(112,088)</b>	<b>(113,433)</b>
				-	-
<b>NET INCOME</b>	<b>(21,035)</b>	<b>73,192</b>	<b>258,437</b>	<b>261,538</b>	<b>264,676</b>

313 HAULIERS LIMITED							
PROJECTED BALANCE SHEET							
Five Years Ending							
	Opening	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>							
<b>CURRENT</b>							
Cash	100,000	185,774	400,017	824,376	923,301	1,034,097	
Accounts receivable	-	87,125	106,750	130,500	146,160	163,699	
Inventory	-	-	-	-	-	-	
Other assets	-	-	-	-	-	-	
<b>Total</b>	<b>100,000</b>	<b>272,899</b>	<b>506,767</b>	<b>954,876</b>	<b>1,069,461</b>	<b>1,197,796</b>	
<b>CAPITAL ASSETS</b>							
Land	-	-	-	-	-	-	
Building	22,000	22,000	22,000	22,000	24,640	27,597	
Equipment	50,000	50,000	50,000	50,000	56,000	62,720	
Furniture and fixtures	15,000	15,000	15,000	15,000	16,800	18,816	
Leasehold improvements	3,000	3,000	3,000	3,000	3,360	3,763	
Plant Equipments	60,000	60,000	60,000	60,000	67,200	75,264	
Automotive equipment	800,000	800,000	800,000	800,000	896,000	1,003,520	
Other	50,000	50,000	50,000	50,000	56,000	62,720	
	1,000,000	1,000,000	1,000,000	1,000,000	1,120,000	1,254,400	
Accumulated depreciation	-	(276,700)	(553,400)	(830,100)	(929,712)	(1,041,277)	
	1,000,000	723,300	446,600	169,900	190,288	213,123	
<b>Total</b>	<b>1,100,000</b>	<b>996,199</b>	<b>953,367</b>	<b>1,124,776</b>	<b>1,259,749</b>	<b>1,410,919</b>	
<b>LIABILITIES</b>							
<b>CURRENT</b>							
Accounts payable	-	88,377	102,393	115,117	128,931	144,403	
Income taxes payable	-	(9,015)	31,368	110,759	124,050	138,935	
Current portion of long-term debt	162,128	170,423	179,142	188,307	210,904	236,213	
<b>Total</b>	<b>162,128</b>	<b>249,785</b>	<b>312,903</b>	<b>414,183</b>	<b>463,884</b>	<b>519,551</b>	
<b>LONG-TERM DEBT</b>							
Long-term loan	700,000	537,872	367,449	188,307	210,904	236,213	
Less current portion	(162,128)	(170,423)	(179,142)	(188,307)	(210,904)	(236,213)	
	537,872	367,449	188,307	(0)	(0)	(0)	
<b>Total</b>	<b>700,000</b>	<b>617,234</b>	<b>501,210</b>	<b>414,183</b>	<b>463,884</b>	<b>519,551</b>	
<b>OWNER'S EQUITY</b>							
Cash	300,000	300,000	300,000	300,000	336,000	376,320	
Contributed asset value	100,000	100,000	100,000	100,000	112,000	125,440	
Accumulated earnings	-	(21,035)	52,157	310,593	347,864	389,608	
	400,000	378,965	452,157	710,593	795,864	891,368	
<b>Total</b>	<b>1,100,000</b>	<b>996,199</b>	<b>953,367</b>	<b>1,124,776</b>	<b>1,259,749</b>	<b>1,410,919</b>	

<b>313 HAULIERS LIMITED</b>						
<b>PROJECTED STATEMENT OF CASH FLOWS</b>						
<b>For Five Years Ending</b>						
		<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>YEAR 5</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>CASH PROVIDED BY THE FOLLOWING ACTIVITIES</b>						
<b>OPERATING</b>						
	Net earnings	(21,035)	73,192	258,437	289,448.90	324,182.77
	Depreciation	276,700	276,700	276,700	309,904.00	347,092.48
		255,665	349,892	535,137	599,352.90	671,275.25
	Changes in working capital accounts				-	-
	Accounts receivable	(87,125)	(19,625)	(23,750)	(26,600.00)	(29,792.00)
	Inventory	-	-	-	-	-
	Other assets	-	-	-	-	-
	Accounts payable	88,377	14,016	12,724	14,250.34	15,960.39
	Income taxes payable	(9,015)	40,383	79,391	88,917.52	99,587.63
	<b>Total</b>	<b>247,902</b>	<b>384,666</b>	<b>603,501</b>	<b>675,920.77</b>	<b>757,031.27</b>
<b>FINANCING</b>						
	Repayment of long-term loan	(162,128)	(170,423)	(179,142)	(200,639.00)	(224,715.68)
					-	-
	<b>CHANGE IN CASH</b>	<b>85,774</b>	<b>214,243</b>	<b>424,359</b>	<b>475,281.78</b>	<b>532,315.59</b>
					-	-
	<b>CASH, BEGINNING OF YEAR</b>	<b>100,000</b>	<b>185,774</b>	<b>400,017</b>	<b>448,019.08</b>	<b>501,781.36</b>
					-	-
	<b>CASH, END OF YEAR</b>	<b>185,774</b>	<b>400,017</b>	<b>824,376</b>	<b>923,300.85</b>	<b>1,034,096.95</b>

<b>313 HAULIERS LIMITED</b>					
<b>Projected Operating Costs</b>					
	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 3</b>	<b>YEAR 5</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Advertising	7,000	7,700	8,470	9,486	10,625
Automotive	12,000	13,200	14,520	16,262	18,214
Bank charges	9,400	10,340	11,374	12,739	14,268
Business taxes	12,000	13,200	14,520	16,262	18,214
Casual wages	19,000	20,900	22,990	25,749	28,839
Dues, licenses and fees	15,000	16,500	18,150	20,328	22,767
Insurance	18,000	19,800	21,780	24,394	27,321
Misellaneous expenses	9,000	9,900	10,890	12,197	13,660
Office costs	8,000	8,800	9,680	10,842	12,143
Postage	4,000	4,400	4,840	5,421	6,071
Professional fees	7,000	7,700	8,470	9,486	10,625
Property taxes	40,000	44,000	48,400	54,208	60,713
Repairs and maintenance	17,000	18,700	20,570	23,038	25,803
Rent	6,000	6,600	7,260	8,131	9,107
Telephone	11,200	12,320	13,552	15,178	17,000
Utilities	24,500	26,950	29,645	33,202	37,187
<b>Total</b>	<b>219,100</b>	<b>241,010</b>	<b>265,111</b>	<b>296,924</b>	<b>332,555</b>

313 HAULIERS LIMITED							
Projected Salaries & Wages							
			YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>General salaries and benefits:</b>							
<u>Position:</u>	<u>Name:</u>						
<u>Directors</u>	3		90,000	91,800	93,636	95,509	97,419
<u>Mangers</u>	1		9,600	9,792	9,988	10,188	10,391
<u>Drivers</u>	15		54,000	55,080	56,182	57,305	58,451
<u>Assistant Drivers</u>	15		45,000	45,900	46,818	47,754	48,709
<u>watchmen</u>	4		12,000	12,240	12,485	12,734	12,989
<b>Total</b>	<b>38</b>					-	-
			210,600	214,812	219,108	223,490	227,960
	Estimated benefits (10%)		21,060	21,481	21,911	22,349	22,796
<b>Total salaries and benefits</b>			<b>231,660</b>	<b>236,293</b>	<b>241,019</b>	<b>245,839</b>	<b>250,756</b>
						-	-
<b>Management salaries</b>							
<u>Position:</u>	<u>Name:</u>						
<u>Project Manager</u>	1		4,800	5,400	5,640	6,000	6,120
<u>Marketing</u>	1		4,800	4,800	4,800	4,800	4,896
						-	-
			9,600	10,200	10,440	10,649	10,862
	Estimated benefits (7%)		672	714	731	745	760
<b>Total management salaries</b>			<b>10,272</b>	<b>10,914</b>	<b>11,171</b>	<b>11,394</b>	<b>11,622</b>
						-	-
<b>Total salaries</b>			<b>241,932</b>	<b>247,207</b>	<b>252,190</b>	<b>257,234</b>	<b>262,378</b>

<b>313 HAULIERS LIMITED</b>		
<b>Start-up Costs and Financing</b>		
<b><i>COST INVESTMENT STRUCTURE</i></b>		<b>\$</b>
<b>Current assets</b>		
Working capital		100,000
Opening inventory		-
Other		-
<b>Sub Total</b>		<b>100,000</b>
<b>Property and equipment</b>		
Land		0
Building		22,000
Equipment		50,000
Furniture and fixtures		15,000
Leasehold improvements		3,000
Plant		60,000
Motor Vehicles		800,000
Pre-operating		50,000
		1,000,000
<b>Total assets</b>		<b>1,100,000</b>
<b>Financing</b>		<b>\$</b>
<b>Long-term liabilities</b>		
Long-term loan		700,000
<b>Owner's equity</b>		
Cash		300,000
Contributed asset value		100,000
<b>Total</b>		<b>1,100,000</b>

<b>Depreciation rates:</b>			
Depreciation will be calculated by the straight-line method			
at the following rates:			
			<u>Depreciation</u>
Land		0%	-
Building		5%	1,100
Equipment		20%	10,000
Furniture and fixtures		20%	3,000
Leasehold improvements		20%	600
Plant		20%	12,000
Motor Vehicles		30%	240,000
pre operating		20%	10,000
		<b>Total</b>	<b>276,700</b>

## Financial Projections - Loan Analysis

Amount financed	700,000.00
Annual interest (e.g., 8.25)	5.000
Duration of loan (in years)	4
Start date of loan	Month 1
Monthly payments	16,120.51
Total number of payments	48
Yearly principal + interest	193,446.07
Principal amount	700,000.00
Finance charges	73,784.26
Total cost	773,784.26

<b>PAYMENT MONTH</b>	<b>BEGINNING BALANCE</b>	<b>INTEREST</b>	<b>PRINCIPAL</b>	<b>BALANCE</b>	<b>ACCUMULATIVE INTEREST</b>	<b>ACCUMULATIVE PRINCIPAL</b>
1	700,000.00	2,916.67	13,203.84	686,796.16	2,916.67	13,203.84
2	686,796.16	2,861.65	13,258.85	673,537.31	5,778.32	26,462.69
3	673,537.31	2,806.41	13,314.10	660,223.21	8,584.72	39,776.79
4	660,223.21	2,750.93	13,369.58	646,853.63	11,335.65	53,146.37
5	646,853.63	2,695.22	13,425.28	633,428.35	14,030.88	66,571.65
6	633,428.35	2,639.28	13,481.22	619,947.13	16,670.16	80,052.87
7	619,947.13	2,583.11	13,537.39	606,409.74	19,253.27	93,590.26
8	606,409.74	2,526.71	13,593.80	592,815.94	21,779.98	107,184.06
9	592,815.94	2,470.07	13,650.44	579,165.50	24,250.05	120,834.50
10	579,165.50	2,413.19	13,707.32	565,458.18	26,663.24	134,541.82
11	565,458.18	2,356.08	13,764.43	551,693.75	29,019.31	148,306.25
12	551,693.75	2,298.72	13,821.78	537,871.97	31,318.04	162,128.03
13	537,871.97	2,241.13	13,879.37	523,992.60	33,559.17	176,007.40
14	523,992.60	2,183.30	13,937.20	510,055.40	35,742.47	189,944.60
15	510,055.40	2,125.23	13,995.27	496,060.12	37,867.70	203,939.88
16	496,060.12	2,066.92	14,053.59	482,006.53	39,934.62	217,993.47
17	482,006.53	2,008.36	14,112.14	467,894.39	41,942.98	232,105.61
18	467,894.39	1,949.56	14,170.95	453,723.44	43,892.54	246,276.56
19	453,723.44	1,890.51	14,229.99	439,493.45	45,783.06	260,506.55
20	439,493.45	1,831.22	14,289.28	425,204.17	47,614.28	274,795.83
21	425,204.17	1,771.68	14,348.82	410,855.35	49,385.96	289,144.65
22	410,855.35	1,711.90	14,408.61	396,446.74	51,097.86	303,553.26
23	396,446.74	1,651.86	14,468.64	381,978.09	52,749.72	318,021.91
24	381,978.09	1,591.58	14,528.93	367,449.16	54,341.30	332,550.84
25	367,449.16	1,531.04	14,589.47	352,859.70	55,872.33	347,140.30
26	352,859.70	1,470.25	14,650.26	338,209.44	57,342.58	361,790.56
27	338,209.44	1,409.21	14,711.30	323,498.14	58,751.79	376,501.86
28	323,498.14	1,347.91	14,772.60	308,725.54	60,099.70	391,274.46
29	308,725.54	1,286.36	14,834.15	293,891.40	61,386.05	406,108.60
30	293,891.40	1,224.55	14,895.96	278,995.44	62,610.60	421,004.56
31	278,995.44	1,162.48	14,958.02	264,037.41	63,773.08	435,962.59
32	264,037.41	1,100.16	15,020.35	249,017.06	64,873.24	450,982.94
33	249,017.06	1,037.57	15,082.93	233,934.13	65,910.81	466,065.87
34	233,934.13	974.73	15,145.78	218,788.35	66,885.54	481,211.65
35	218,788.35	911.62	15,208.89	203,579.46	67,797.15	496,420.54
36	203,579.46	848.25	15,272.26	188,307.20	68,645.40	511,692.80
37	188,307.20	784.61	15,335.89	172,971.31	69,430.01	527,028.69
38	172,971.31	720.71	15,399.79	157,571.52	70,150.73	542,428.48
39	157,571.52	656.55	15,463.96	142,107.56	70,807.28	557,892.44
40	142,107.56	592.11	15,528.39	126,579.17	71,399.39	573,420.83
41	126,579.17	527.41	15,593.09	110,986.08	71,926.80	589,013.92
42	110,986.08	462.44	15,658.06	95,328.02	72,389.25	604,671.98
43	95,328.02	397.20	15,723.31	79,604.71	72,786.45	620,395.29
44	79,604.71	331.69	15,788.82	63,815.89	73,118.13	636,184.11
45	63,815.89	265.90	15,854.61	47,961.29	73,384.03	652,038.71
46	47,961.29	199.84	15,920.67	32,040.62	73,583.87	667,959.38
47	32,040.62	133.50	15,987.00	16,053.62	73,717.37	683,946.38
48	16,053.62	66.89	16,053.62	0.00	73,784.26	700,000.00

