



BUSINESS PLAN FOR TRANSPORTATION AND
LOGISTICS PROJECT

MARIAM HAULIERS CO. LIMITED

Plot No. 17 Mbozi Road Industrial Area, Chang'ombe, Temeke Dar es Salaam ,
Tanzania



1.0 INTRODUCTION

MARIAM HAULIERS CO. LIMITED is a company incorporated in Tanzania with certificate No. 104598 dated 17th December 2013 as private limited company under the Tanzanian Companies Act, 2002. MARIAM HAULIERS CO. LIMITED is engaged in the business of Transportation and Logistics, MARIAM HAULIERS CO. LIMITED is currently planning to provide global supply chain solutions providers within the country and in east Africa and SADC region.

1.1 OUR MISSION

To become our client's preferable service provider by providing quality services that exceed expectation of our customers.

1.2 OUR VISION

We remain true to the ethics and values of our organization while keeping Customer satisfaction as our priority.

1.3 OUR VALUES

Authentic, Steadfast, Candid, Team and Humbleness. We integrate honesty and business ethics into all aspect of our business function.

1.4 COMPANY OWNERSHIP

MARIAM HAULIERS CO. LIMITED is promoted by two shareholders who are very experienced in transport and logistic business.

Share Holders	% of Share	Nationality
Salah Ahmed Mohamed P.O. Box 20696 DAR ES SALAAM Email: s.mohamed@mariamhaultiers.co.tz Tel: +255754372333	75	Tanzania
Shaffigha Saleh Abdallah P. O. Box 20696, DARES SALAAM	25	Tanzania

1.6 PROJECT LOCATION

Registered office of the MARIAM HAULIERS CO. LIMITED is located at Plot **No. 17 Mbozi Road, Chang'ombe Industrial Area, Temeke Dar es Salaam, Tanzania**

1.7 FLEET SIZE

MARIAM HAULIERS CO. LIMITED is planning to purchase **300** trucks and trailers. With capacity of carrying **30** tons truck and trailer, on average one truck will conduct **1** trip per month operating for ten months per year, carrying **300** tons per year MARIAM HAULIERS CO. LIMITED **management** intends to continue building its fleet to a level of –

- 100 trucks by 2022
- 100 trucks by 2023
- 100 trucks by 2024

Required number of trailers will also be added to existing fleet in order to cater to additional requirements in line with truck additions.

1.8 PROJECT ESTIMATED REVENUE

The company has estimated that the project revenue to be US\$ 4000 per trip and one truck will conduct 1 trip per month, trucks to be operated for 10 months and the remaining 2 months been budgeted for maintenance

1.9 PROJECT OPERATING COST

The company has estimated that the project operating cost and other cost to be 65% of the total annual revenue

1.10 PROJECT FINANCING

The company has estimated that the project will be financed by long term loan applied in three phases, the first phase will cost US\$6,000,000, the second phase US\$6,000,000 and the third phase US\$6,000,000, the project developer in now negotiating with local and foreign bank for long term financing with interest rate of 6% repaid within 7 years and remaining US\$ 2,411,000 will be shareholders contribution and cash generated from business.

1.11 PROJECT COST

The project has budgeted to cost the followings US\$:

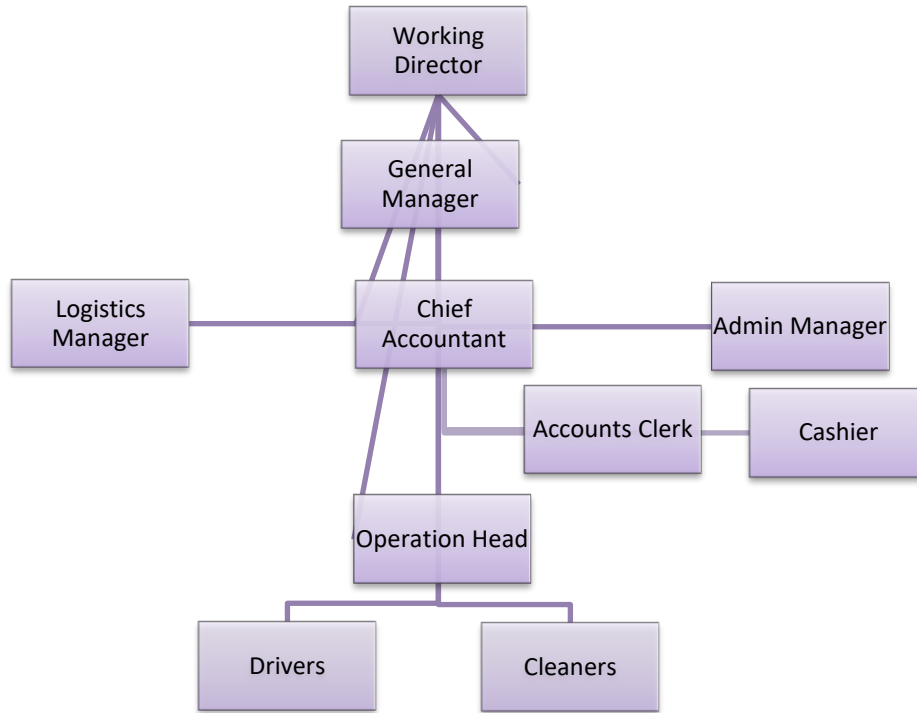
MARIAM HAULIERS CO. LIMITED

	1	2	3	TOTAL
Land and Buildings	200,000.00	-	-	200,000.00
Machinery & Equipment	200,000.00	-	-	200,000.00
Motor Vehicles	6,000,000.00	6,000,000.00	6,000,000.00	18,000,000.00
Furniture & Fixtures	2,000.00	-	-	2,000.00
Pre exp	5,000.00	-	-	5,000.00
Others	4,000.00	-	-	4,000.00
Working Capital	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
TOTAL	8,411,000.00	8,000,000.00	8,000,000.00	20,411,000.00

2.0 ORGANISATION FLOW CHART

MARIAM HAULIERS CO. LIMITED management is headed by Salah Ahmed Mohamed working as Managing Director. Core management team comprises of 1 General Manager, 1 HR and Admin Manager, 1 Logistics Manager, 1 Chief Accountant and 2 Junior accounting clerks. Operational team headed by 3 operational managers and includes drivers and cleaners. The organisation chart of the MARIAM HAULIERS CO. LIMITED is presented herein below:

MARIAM HAULIERS CO. LIMITED



Employees Distribution Summary

Employment	Foreign	Local	Total
Women	2	15	17
Men	8	320	328
TOTAL	10	335	345

3.0 TANZANIA TRANSPORT OVER VIEW

The Tanzanian transport sector comprises surface transport (including roads, railways), inland waterways (lakes and rivers), air transport, and sea transport.

Tanzania's transport sector contributed 8.1% to the country's real GDP in 2018 with USD 3.8 billion, compared to USD 2.8 billion in 2014, representing an increase of 33%.

Main growth drivers include the increase in the number of passengers carried and freight handled through road transport.

According to Tanzania's 2025 Development Vision, investments in infrastructure, particularly in the development of the road network, are the Government's top priority.

The World Bank (WB) and the African Development Bank (AfDB) support Tanzania in achieving its infrastructure development goals by providing grants and credits for projects.

Tanzania Road Transport

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 road network in Tanzania currently comprises 86,472 kilometers of roads, of which 12,786 kilometers are trunk roads, 21,105 kilometers are regional roads and the remaining 52,581 kilometers are district, urban and feeder roads.

Tanzania's Ministry of Works, Transport, and Communication through the Tanzania National Roads Agency (TANROADS) is managing the national road network of about 33,891 kilometers, comprising 12,786 kilometers of trunk and 21,105 kilometers of regional roads.

The remaining network of about 53,460 kilometers of urban, district and feeder roads is under the responsibility of the Prime Minister's Office Regional Administration and Local Government (PMO-RALG).

Tanzania Rail Transport

Railway transport is the second most important mode of transport after road and critical for long distance freight along the main transport corridors in Tanzania.

Tanzania has a total of 3,676 kilometers of railway lines operated by two railway systems, Tanzania Railways Corporation (TRC) and Tanzania – Zambia Railways (TAZARA).

The mainline of TRC comprises the central corridor between the port of Dar es Salaam in the east, linking central and western areas of the country and terminating at Kigoma on Lake Tanganyika in the west.

The TAZARA line is 1,860 kilometers in length, of which 975 kilometers is in Tanzania and 885 kilometers in Zambia.

Tanzania Air Transport

The total number of air passengers in Tanzania reached 6.2 million in 2019, compared to 5.2 million in 2015, representing an increase of 18%.

Currently (2020), there are 19 airline operators in Tanzania, including some of the leading international air carriers such as British Airways, KLM, Qatar Airways, and SWISS.

There are 58 airports in Tanzania and more than 300 private airstrips owned by mining companies and tour operators.

The Julius Nyerere International Airport (JNIA), located in Dar es Salaam, is the largest and busiest airport in Tanzania, accounting for over 70% of Tanzania's air passengers.

In August 2019, Tanzanian President John Magufuli inaugurated Terminal 3 of the JNIA. The new terminal, which cost USD 314 million set the airport capacity at 8 million passengers annually.

In 2019, the AfDB approved a USD 272.12 million loan to Tanzania for the construction of a new international airport in the capital Dodoma. The new airport will be built in the district of Msalato, 12 kilometers from the capital Dodoma.

The new facility is expected to handle at least 50,000 aircrafts and one million passengers per year

Tanzania Water Transport

Tanzania has a coastline of about 720 kilometers on the Indian Ocean, and also borders Lake Victoria, Lake Nyasa, and Lake Tanganyika.

Both sea and inland waterways ports in Tanzania are managed and operated by the Tanzania Ports Authority (TPA).

The TPA's main Indian Ocean ports are Dar es Salaam, Mtwara, and Tanga. Minor seaports serving coastal traffic include Lindi, Kilwa Masoko, Mafia Island, Bagamoyo, Pangani, and Kwale.

Dar es Salaam is Tanzania's principal port with intrinsic capacity of 10.1 tonnes per year. The port handles over 92% of the total maritime ports' throughput

The port serves land-linked countries of Malawi, Zambia, Democratic Republic of Congo, Rwanda, Burundi, and Uganda.

These countries are connected to the port through two railway systems (TRL-1.0 metre gauge and TAZARA-1.067 cape gauge), road network, as well as the TAZAMA oil pipeline to Zambia.

TPA also operates Tanzania's lake ports, maintaining around 20 ports on Lake Victoria. Some major ports include Bukoba, Kemono Bay, Musoma, and Nansio.

Principal lake ports on Tanganyika include Kigoma and Kasanga. Additionally, there are 15 smaller ports along the lake. These ports provide trade connections between Burundi, Eastern Democratic Republic of the Congo, and Zambia.

Lake Nyasa has 4 important ports, at Itungi, Mbamba Bay, Liuli, and Manda. There are up to 10 others smaller TPA ports on the lake that facilitate passenger movement along the lake

and between the countries of Malawi, Mozambique, and Tanzania.

4.0 TANZANIAN BUSINESS ENVIRONMENT

In the African continent, TANZANIA is among the top ten investment destinations in Africa, thanks to reforms and a conducive investment environment set by the government.

The Rand Merchant Bank (RMB) ranked the country tenth in investment attractiveness, in the Where to Invest in Africa 2021 report released recently.

4.1 THE TANZANIA DEVELOPMENT CORRIDORS

Development of transport corridors has been one of the main strategies adopted by the Government of Tanzania to facilitate trade. Tanzania serves as a transit country for the import and export of Malawi, Zambia, DR Congo, Burundi, Rwanda and Uganda, using the port of Dar es Salaam. The main rail and road connections in Tanzania are, therefore, in an east-west direction, linking the ports with the hinterlands of those

neighbouring countries. Tanzania is devoting much attention to the corridor concept in its development policy by concentrating efforts in the

Mtwara Corridor, Dar-es-Salaam Corridor, Central Corridor and the Tanga Corridor. The major challenge is to link import, export and transit traffic from and to neighbouring countries with transport development efforts, making Tanzania a natural regional hub.

The geography of Tanzania, including its size, diversity and dispersion, give roads a special position in the integration of the national economy. In particular, roads serve rural areas, where the majority of the people live, more effectively than any other mode of transport. The current Tanzania Road Network length is about 85,000 km, which includes trunk and regional roads (35,000 km) managed by the Tanzania National Roads Agency (TANROADS), and the urban, district and feeder roads with a total of 50,000 km, managed by Local Government Authorities (LGA). There are also some

unclassified roads, such as those managed by the Tanzania National Parks Authority (TANAPA), and by the Mining Companies and village authorities.

5.0 SWOT ANALYSIS

STRENGTHS

Strengths of the business are –

- Promoters have sound experience in this business and have talented Management.
- Rapid growth in sector due to effective management
- Influence & Networking of Directors in the Business Sector.
- Business location is at prominent place.
- Good roads and highway in Tanzania.
- Confirmed business via agreement entered with few companies.

WEAKNESSES

Weakness of the business are –

- Stiff competition from local market
- Limited market share growth

OPPORTUNITIES

Opportunities of the business are –

- Potential market encourages foreign investors
- Increasing market share due to rail transport limitations
- Augmented demand for world –class logistics and warehousing services
- Increased use of logistics services in sectors such as technology, consumer retail, automotive and industrial

THREATS

Threats of the business are –

- Complex Tax Structure
- Unorganised sector and competition
- Different laws in different countries
- Increasing fuel rates therefore increasing transportation costs

6.0 SERVICES OFFERED BY MARIAM HAULIERS CO. LIMITED

MARIAM HAULIERS CO. LIMITED Management understands that your supply chain needs are unique and that's exactly why the company have engaged the best minds in the Transport industry to create specific transport solutions customized to suit your ever-changing cargo movement environment. MARIAM HAULIERS CO. LIMITED transport vans, trucks and trailers (closed body trailers, flat bed trailers and low loaders) from precision transport are designed to seamless execution, MARIAM HAULIERS CO. LIMITED dedicated cargo transportation professionals are engaged at every step of the

way to provide the services with the most accurate transport and economical transportation arrangement that the industry has to offer.

MARIAM HAULIERS CO. LIMITED Transportation and the company Customs Brokerage Service allow the company to complete the supply chain, cargo transit and offers truly door-to-door transportation service in the freight industry. The company optimized transportation translates to fast transit service and the door-to-door delivery of your freight on time, safely transported and damage free.

Transport integration with Customs Brokerage Service

- Allows MARIAM HAULIERS CO. LIMITED Transport Logistics to complete the supply chain and offer truly door-to-door transportation service in the market
- Eliminates unnecessary customs delays, transport dispatch and improves communication between the

shipping line, Customs, Client and our transport department.

- Provides greater control, handling and security of your freight transportation
- Full range of freight forwarding services are offered, including customs clearance, warehousing, in-bond storage, transportation, etc.
- Customer receives a single itemized invoice for door-to-door transportation eliminating additional administrative requirements

MARIAM HAULIERS CO. LIMITED Transport Logistics plan to customize and design transportation solutions to transport client's freight at the speed and ease. MARIAM HAULIERS CO. LIMITED Management has been in the transport logistics and our transport segment delivers freight to numerous customers spread across east Africa namely Tanzania, Uganda, Northern Tanzania, Burundi, Rwanda, Southern Sudan and DR Congo.

MARIAM HAULIERS CO. LIMITED plan to combine the economy of rail transport with road transport handling for seamless door-to-door service and savings. The company transport network throughout Tanzania, Uganda, Northern Tanzania, Burundi, Rwanda, Southern Sudan and DR Congo and large transport trucks, closed body trailers, flat bed trailers and low loaders fleet are aligned to offer transport applications suitable for all transportation needs. Whether clients freight requires rail transport or road transportation service, door-to-door transport, coast-to-coast transport, or cross-border transportation, MARIAM HAULIERS CO. LIMITED Transport Logistics is the solution.

Benefits of optimized door to door delivery and transportation

- MARIAM HAULIERS CO. LIMITED Transportation is dedicated to creating win-win solutions by investing talent, capital, and transport resources.

- Dynamic transport route optimization systems at clients disposal to create supply-chain door to door and reduce transport costs.
- The largest transportation truckload fleet and terminal network in the transport industry.
- Satellite tracking on our transport
- Modern fleet of transport trucks
- One of the Safest operating fleets in the transport industry
- Heavy and fragile equipment transported using air hydraulic low loaders.
- Door-to-door control of transport equipment = less handling, better security, and increased efficiency
- Fully multilingual experienced transport staff to cater all our transportation routes
- Strict requirements for transport department staff and constant integrity checks transport and delivery.

Container Transport Mode (Container on Flat Bed)

MARIAM HAULIERS CO. LIMITED Capital offers a complete door-to-door service for all of your container transport requirements. Our road transport fleet is comprised of 400 trucks and transportation trailers. The company plans to have the most modern container transport fleet in the transport industry and our container transport trucks are all equipped with satellite tracking, permitting real time tracking of your loads.

MARIAM HAULIERS CO. LIMITED Transport Logistics also supplement road transport fleet with our access to our East Africa railway transport line. MARIAM HAULIERS CO. LIMITED Transport Logistics is capable of transporting heavy and bulk cargo on Low Loader, rail and can also transport transit cargo on rail and low-loaders.

Heavy Haulage – Low-Loader Transportation

MARIAM HAULIERS CO. LIMITED transportation Low Loaders comprise of a variety of unique low loader trailer configurations, MARIAM HAULIERS CO. LIMITED Capital is

still constantly engineering new low loader transport solutions for our customers' Low Loader Transportation requirements. MARIAM HAULIERS CO. LIMITED Transportation Logistics is rapidly becoming the preeminent low loader transport provider for importers and exporters of many commodities, including earth transporting equipment and engineering structures that has to be transport on low loaders. Low loader as the industry's most dynamic carrier, MARIAM HAULIERS CO. LIMITED Transportation plans to expand our diverse portfolio of service-sensitive, specialty operations to meet our clients' low loaders needs.

Heavy Equipment Transport

Whether it is around town or interstate MARIAM HAULIERS CO. LIMITED Transportation has the low loaders and heavy transport equipment to transport any sized machines. We have low loader expertise required to transport, arrange all the permits, liase with police, load and unload cranes. Mining Equipment TransportMARIAM HAULIERS CO. LIMITED Low loader

transport offers transportation services for heavy equipment utilizing their low loader trailers and has experienced transporting a range of Mining equipment including Hitachi Excavators, Zoom Lion Cranes, Caterpillars and Komatsu Dump Trucks, concrete mixers, graders and bulldozers on low loaders.

Local cargo

MARIAM HAULIERS CO. LIMITED offers the fastest Local cargo service in Tanzania. This airport-to-airport service puts your cargo,

envelopes and other packages on the first scheduled flight and deliver them to the recipient at the airport of arrival within one hour after the landing time. No advance reservations are required for this service.

Tanzanian Cargo provides around-the-clock Local cargo service with same-day delivery across Tanzania.

Transit Cargo

MARIAM HAULIERS CO. LIMITED strive to extend standard services across vast distances and through rough terrain all across East Africa. Our motivated staff and our expertise in the industry always keep us on schedule by rail and road.

MARIAM HAULIERS CO. LIMITED provide relocation and movement of both of bulk and containerized goods. MARIAM HAULIERS CO. LIMITED offer a variety of transport solutions, be it grouping or other transport services such as part and full load shipments by road, railways or a combination of two

7.0 COMPETITION

According to data available there are more than 15,000 trucks registered in Tanzania and MARIAM HAULIERS CO. LIMITED plan to compete favorably with local and foreign companies

8.0 FINANCIAL ASPECTS FOR THE PROJECT

(i) Projected Profit and Loss Statement

The attached Appendix I shows the projected income for the 12years period. The position depicted is that the project earns profit throughout its life. Accumulated after tax profits grow from. **US\$ 807,730.00** in the 1st year to **US\$20,519,157.90** in the 12th year.

(ii) Projected Cash Flows

The project's cash flows are shown in Appendix II. They depict a good liquid position right from the first year. Cash accumulation builds up from **US\$ 180,000** in the first year to **US\$ 34,888,889** at the end of 12th years of the project's operations based on the 300 trucks and trailers obtained.

(iii) Projected Balance Sheet

The project's assets cash flows are shown in Appendix III. Owners' equity grows from **US\$ 2,411,000** in the

first year to **US\$ 22,519,157** at the end of 12th years of the project's operations based

(iv) Payback Period

Total investment is **US\$ 20,411,000** cash accumulation in 8th year **US\$ 22,752,303**, which is more than the initial investment by **US\$2,341,303**, The project payback Period is exactly 6 years.

The project has a relatively short payback period. It is remarkably impressive for a project whose investment is as big as **US\$ 20,411,000** is being recovered within 6years.

(v) Loan repayment

Total investment loan is **US\$ 18,000,000** to be applied in three phases each phases costing **US\$ 6,000,000** each phase to be repaid within 7years

9.0 ECONOMIC ASPECTS OF THE PROJECTS

Besides the financial/monetary returns to the owners, there are other benefits to be derived for the whole country viz.

(i) Employment Opportunities

Employment and poverty reduction are among the major concern of the Central and the Local Government authorities. It is gratifying to note that the company, is going to provide additional employment to 440 people. This is a significant contribution coming from local investors.

(ii) Revenue to the Government

The Project is expected to pay a substantial annual amount in the form of corporation tax and other taxes

(iii) Foreign Exchange Earning

Since the project's clientele is mostly towards neighbouring countries the project will thus earn foreign currency for the United Republic of Tanzania. Out of all project expected cargo overhauling transactions will be settled in foreign currencies. In this study we have assumed that the project will be paid in foreign currency

10.0 CONCLUSION

- (i) The project is profitable and contributes to government revenue by way of taxes.
- (ii) The project provides employment to 440 people.
- (iii) The project is an encouraging sign to prove that we have good business environments and we have investors who have confidence in their country. Tanzania so much so that they are ready to invest such large sums of investment despite the odds of the sector in question.

11.0 RECOMMENDATION

After the foregoing economic and financial evaluation of the project, we strongly recommend that this project be implemented and be given all the support required by all the concerned Government Ministries and Agencies, including the Tanzania

Revenue Authority, TRA and the Tanzania Investment Centre – (TIC). The project deserves this support because of its viability, since it is technical feasible, economically viable and socially acceptable.

MARIAM HAULIERS CO. LIMITED

APPENDIX I

MARIAM HAULIERS CO. LIMITED PROJECTED PROFIT AND LOSS STATEMENT US\$

-	1	2	3	4	5	6	7	8	9	10	11	12
Revenue	4,000,000.00	8,000,000.00	12,000,000.00	12,000,000.00	12,000,000.00	12,000,000.00	12,000,000.00	12,000,000.00	12,000,000.00	12,000,000.00	12,000,000.00	12,000,000.00
Operating Expenses:	2,600,000.00	5,200,000.00	7,800,000.00	7,800,000.00	7,800,000.00	7,800,000.00	7,800,000.00	7,800,000.00	7,800,000.00	7,800,000.00	7,800,000.00	7,800,000.00
Profit before Depreciation & Interest	1,820,000.00	2,800,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00
Interest	360,000.00	1,020,000.00	1,620,000.00	1,440,000.00	1,260,000.00	1,080,000.00	900,000.00	720,000.00	540,000.00	360,000.00	180,000.00	-
Depreciation	306,100.00	591,200.00	861,950.00	819,162.50	778,514.38	739,898.66	703,213.72	668,363.04	635,254.89	603,802.14	573,922.03	545,535.93
Gross Profit	1,153,900.00	1,188,800.00	1,718,050.00	1,940,837.50	2,161,485.63	2,380,101.34	2,596,786.28	2,811,636.96	3,024,745.11	3,236,197.86	3,446,077.97	3,654,464.07
Tax (30%)	346,170.00	356,640.00	515,415.00	582,251.25	648,445.69	714,030.40	779,035.88	843,491.09	907,423.53	970,859.36	1,033,823.39	1,096,339.22
Profit After Tax	807,730.00	832,160.00	1,202,635.00	1,358,586.25	1,513,039.94	1,666,070.94	1,817,750.39	1,968,145.87	2,117,321.58	2,265,338.50	2,412,254.58	2,558,124.85
Accumulated Profit	807,730.00	1,639,890.00	2,842,525.00	4,201,111.25	5,714,151.19	7,380,222.13	9,197,972.52	11,166,118.40	13,283,439.98	15,548,778.48	17,961,033.05	20,519,157.90

MARIAM HAULIERS CO. LIMITED

APPENDIX II

MARIAM HAULIERS CO. LIMITED PROJECTED CASH FLOWS US\$

	0	1.00	2.00	3	4	5	6	7	8	9	10	11	12
SOURCES:													
Profit before interest and depreciation	0	1,820,000.00	2,800,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00
Equity	2,411,000.00								0.00	0	0.00		
Loan	6,000,000.00	6,000,000.00	6,000,000.00						0.00	0	0.00		
Total Sources	8,411,000.00	7,820,000.00	8,800,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00	4,200,000.00
Applications:									0.00				
Capital expenditure	6,402,000.00	6,000,000.00	6,000,000.00	-	-	-			0.00				
working Capital & Others	2,000,000.00	2,000,000.00	2,000,000.00						0.00				
Cash	0	180,000.00	800,000.00	3,684,585.00	3,617,749.00	3,551,555.00	3,485,970.00	3,420,965.00	3,356,509.00	3,292,577.00	3,229,141.00	3,166,177.00	3,103,661.00
Tax	-	346,170.00	356,640.00	515,415.00	582,251.25	648,445.69	714,030.40	779,035.88	843,491.09	907,423.53	970,859.36	1,033,823.39	1,096,339.22
Sub total	8,402,000.00	8,180,000.00	8,800,000.00	4,200,000.00	4,200,000.25	4,200,000.69	4,200,000.40	4,200,000.88	4,200,000.09	4,200,000.53	4,200,000.36	4,200,000.39	4,200,000.22
Total applications	2,000,000.00	8,180,000.00	3,156,640.00	4,200,000.00	4,200,000.25	4,200,000.69	4,200,000.40	4,200,000.88	4,200,000.09	4,200,000.53	4,200,000.36	4,200,000.39	4,200,000.22
Accumulated cash		180,000.00	980,000.00	4,664,585.00	8,282,334.00	11,833,889.00	15,319,859.00	18,740,824.00	22,097,333.00	25,389,910.00	28,619,051.00	31,785,228.00	34,888,889.00

MARIAM HAULIERS CO. LIMITED

APPENDIX III

MARIAM HAULIERS CO. LIMITED PROJECTED BALANCE SHEET US\$

Fixed Assets	-	1.00	2.00	3.00	4.00	5.00	6.00	7.00	8.00	9.00	10.00	11.00	12.00
Opening balance	-	6,402,000.00	12,095,900.00	17,504,700.00	16,642,750.00	15,823,587.50	15,045,073.13	14,305,174.47	13,601,960.75	12,933,597	12,298,342	11,694,540	11,120,618
Total Long-term Assets	-	6,402,000.00	12,095,909.00	17,504,709.00	16,642,750.00	15,823,587.50	15,045,073.13	14,305,174.47	13,601,960.75	12,933,597.71	12,298,342.82	11,694,540	11,120,618
Less depreciation	-	306,100.00	591,200.00	861,950.00	819,162.50	778,514.38	739,898.66	703,213.72	668,363.04	635,254	603,802	573,922	545,535
Closing balance	-	6,095,900.00	11,504,709.00	16,642,759.00	15,823,587.50	15,045,073.13	14,305,174.47	13,601,960.75	12,933,597.71	12,298,342	11,694,54	11,120,618	10,575,082
Working capital	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000	2,000,000	2,000,000	2,000,000
Accumulated cash	-	2,460,000.00	7,860,000.00	18,321,745.70	28,608,634.22	38,808,094.15	48,920,125.49	58,944,728.23	68,881,902.38	78,819,076	88,668,822	98,431,139	108,106,027
Total assets	2,000,000.00	10,555,900.00	21,364,709.00	36,964,504.70	46,432,221.72	55,853,167.28	65,225,299.96	74,546,688.98	83,815,500.09	93,117,419	102,363,362	111,551,757	120,681,110
Financed by													
Equity	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000	2,000,000	2,000,000	2,000,000
Accumulated profit	-	807,730.00	1,639,890.00	2,842,525.00	4,201,111.25	5,714,151.19	7,380,222.13	9,197,972.52	11,166,118.40	13,283,439	15,548,778	17,961,033	20,519,157
Total equity	2,000,000.00	2,807,730.00	3,639,890.00	4,842,525.00	6,201,111.25	7,714,151.19	9,380,222.13	11,197,972.52	13,166,118.40	15,283,439	17,548,778	19,961,033	22,519,157
0	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank overdraft	6,000,000.00	17,000,000.00	2,700,000.00	2,400,000.00	21,000,000.00	18,000,000.00	15,000,000.00	12,000,000.00	9,000,000.00	6000000	3,000,000	-	-

MARIAM HAULIERS CO. LIMITED

Total debts	6,000,000.00	2,700,000.00	2,700,000.00	2,400,000.00	21,000,000.00	18,000,000.00	15,000,000.00	12,000,000.00	9,000,000.00	6,000,000	3,000,000	-	-
Total equity and debts	8,000,000.00	5,507,730.00	6,339,890.00	7,242,525.00	27,201,111.25	25,714,151.19	24,380,222.13	23,197,972.52	22,166,118.40	21,283,439	20,548,778	19,961,033	22,519,157

MARIAM HAULIERS CO. LIMITED

MARIAM HAULIERS CO. LIMITED PROPOSED FINANCING PATTERN US\$

LOCAL LOAN	LOCAL EQUITY
6,000,000	2,141,000

MARIAM HAULIERS CO. LIMITED COST STRUCTURE US\$

PARTICULAR	US\$			TOTAL
	1	2	3	
Land and Buildings	200,000.00	-	-	200,000.00
Machinery & Equipment	200,000.00	-	-	200,000.00
Motor Vehicles	6,000,000.00	6,000,000.00	6,000,000.00	18,000,000.00
Furniture & Fixtures	2,000.00	-	-	2,000.00
Pre exp	5,000.00	-	-	5,000.00
Others	4,000.00	-	-	4,000.00
Working Capital	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
TOTAL	8,411,000.00	8,000,000.00	8,000,000.00	20,411,000.00

MARIAM HAULIERS CO. LIMITED

MARIAM HAULIERS CO. LIMITED PROJECTED DEPRECIATION SCHEDULE

US\$

NAME OF ASSETS	1	2	3	4	5	6	7	8	9	10	11	12
Land And Buildings	200,000	196,000	192,000	188,000	184,000	180,000	176,000	172,000	168,000	164,000	160,000	156,000
Machinery, Tools & Equipment	200,000	198,000	196,000	194,000	192,000	190,000	188,000	186,000	184,000	182,000	180,000	178,000
Motor Vehicles	6,000,000	11,700,000	17,115,000	16,259,250	15,446,288	14,673,973	13,940,274	13,243,261	12,581,098	11,952,043	11,354,441	10,786,719
Furniture & Fixtures	2,000	1,900	1,700	1,500	1,300	1,100	900	700	500	300	100	-100
Total	6,402,000	12,095,900	17,504,700	16,642,750	15,823,588	15,045,073	14,305,174	13,601,961	12,933,598	12,298,343	11,694,541	11,120,619
DEPRECIATION	1	2	3	4	5	6	7	8				
Land and buildings	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4000	4000	4000	4000
Machinery tools & Equipment	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2000	2000	2000	2000
Motor Vehicles	300,000	585,000	855,750	812,963	772,314	733,699	697,014	662,163	629,055	597,602	567,722	539,336
Furniture & Fixtures	100	200	200	200	200	200	200	200	200	200	200	200
ANNUAL DEPRECIATION	306,100	591,200	861,950	819,163	778,514	739,899	703,214	668,363	635,255	603,802	573,922	545,536

MARIAM HAULIERS CO. LIMITED PAYBACK PERIOD

Year	Profit After Tax	Depreciation	Total Cash Flow	Accumulated Cash Flow
1	807,730.00	306,100.00	1,113,830	7,000,000.00
2	832,160.00	591,200.00	1,423,360	8,423,360.00
3	1,202,635.00	861,950.00	2,064,585	10,487,945.00
4	1,358,586.25	819,162.50	2,177,749	12,665,693.75
5	1,513,039.94	778,514.38	2,291,554	14,957,248.07
6	1,666,070.94	739,898.66	2,405,970	17,363,217.67
7	1,968,145.87	668,363.04	2,636,509	19,999,726.58
8	2,117,321.58	635,254.89	2,752,576	22,752,303.05
9	2,265,338.50	603,802.14	2,869,141	25,621,443.69
10	2,412,254.58	573,922.03	2,986,177	28,607,620.30
11	2,558,124.85	545,535.93	3,103,661	31,711,281.08

MARIAM HAULIERS CO. LIMITED PROJECT IMPLEMENTATION SCHEDULE

	ACTIVITY	PERIOD
1.	Processing TIC Certificate of Incentive	Feb 2022
2.	Funds Mobilization	Jan – Feb2022
3.	Ordering of Vehicles	Feb 2022 – Dec 2027
5.	Arrival of Vehicles	March 2022– Jan 2028
6.	Trial Operations	March 2022
7.	Commercial Operations	April2022