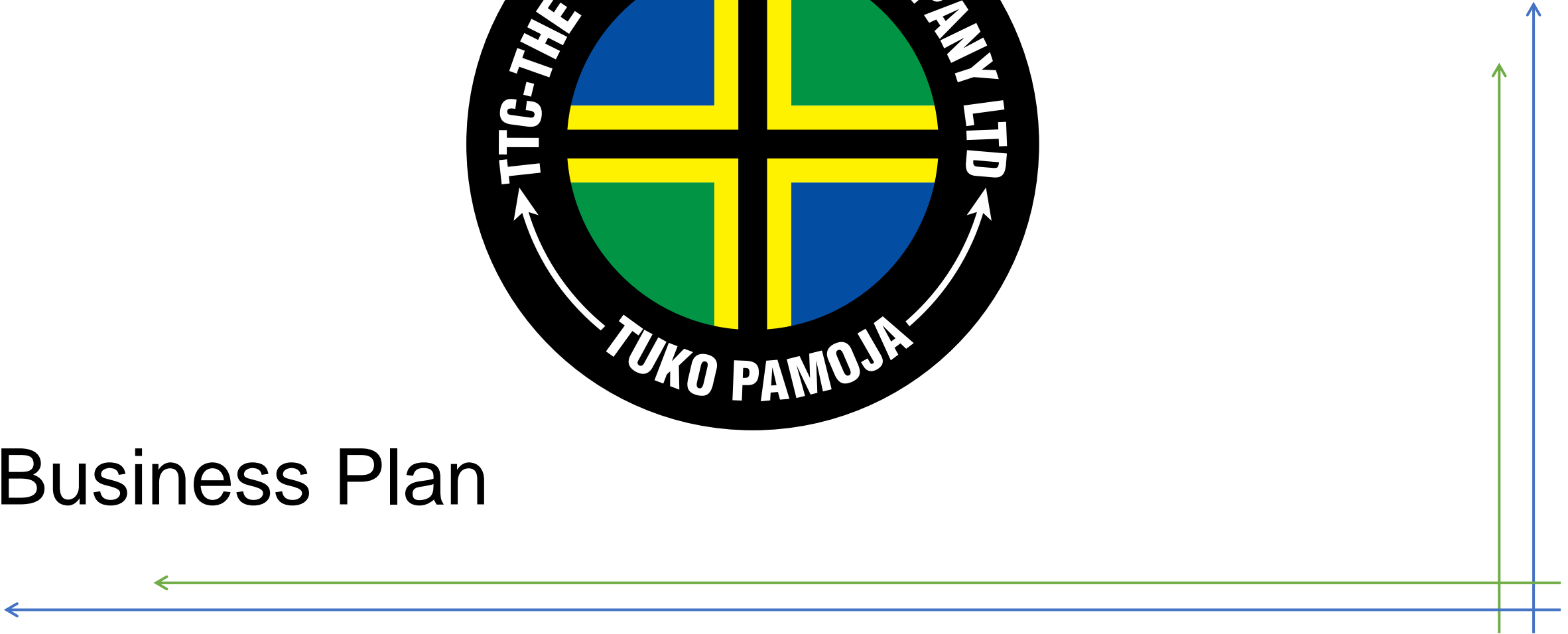


Business Plan



The Owners

Lars Eklund

- CEO
- Swedish
- “The Doer”
- 25y Scania
 - 3y MD, EA
 - 4y MD, TZ
 - 18y Scania HQ
- Result oriented. Strong reputation in the market of EA and Scania HQ
- +255 784 722 610, +255 745 227 227
- thetransportcompanyltd@gmail.com



Anna Henry Nyimbo

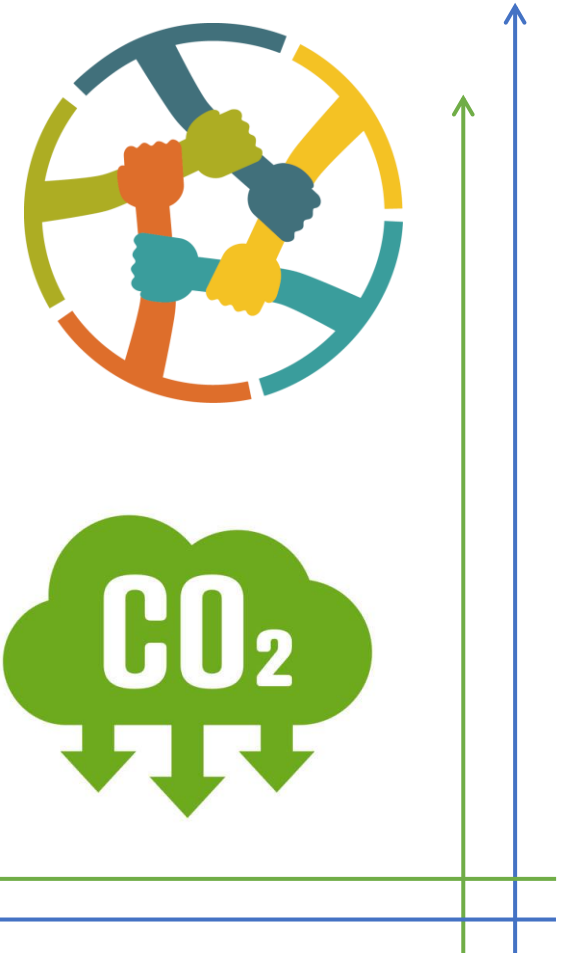
- Compliance Director
- Tanzanian
- “The Entrepreneur”
- 20y Cartrack Technologies
 - Business starter
 - Owner
 - MD
- Comprehensive local experience
- +255 756 666 444
- thetransportcompanyltd@gmail.com



*Fleet management system provider

Business Concept

- Servicing well-established global logistic / commodity companies in Tanzania, operating in East Africa, by providing them with reliable and sustainable transport solutions, both in terms of long terms **partnerships** and to **CO² reduction** from our own operations. This will be done short term by reducing fuel consumption and long term by gradually shifting to alternative fuels.
- We are sharing daily the transport progress of our customers goods by using the latest connected solutions and instant communication. We also offer data sharing, positioning sharing etc.
- We chase highest efficiency and safety of our fleet, day and night.



Vision & Mission

- To be the most efficiently run transport company in East Africa, that brings the highest values to our customers by using premium trucks and trailers, operated by well trained and **continuously coached drivers**, supported by highly industry experienced management.
- To transport our customers **goods safely from A to B**, within the agreed time, price, in a safe and responsible way.



Core Values

Respect

We respect and welcome everyone's opinions. We act with the highest level of respect and integrity. We treat others the way we like to be treated.

Transparency

We tell the facts as it is. We communicate timely and correctly to all our stakeholders. We have accountability and take responsibility.

Reliability

Our customers can trust that we will deliver their goods as we promised; on time and with quality.

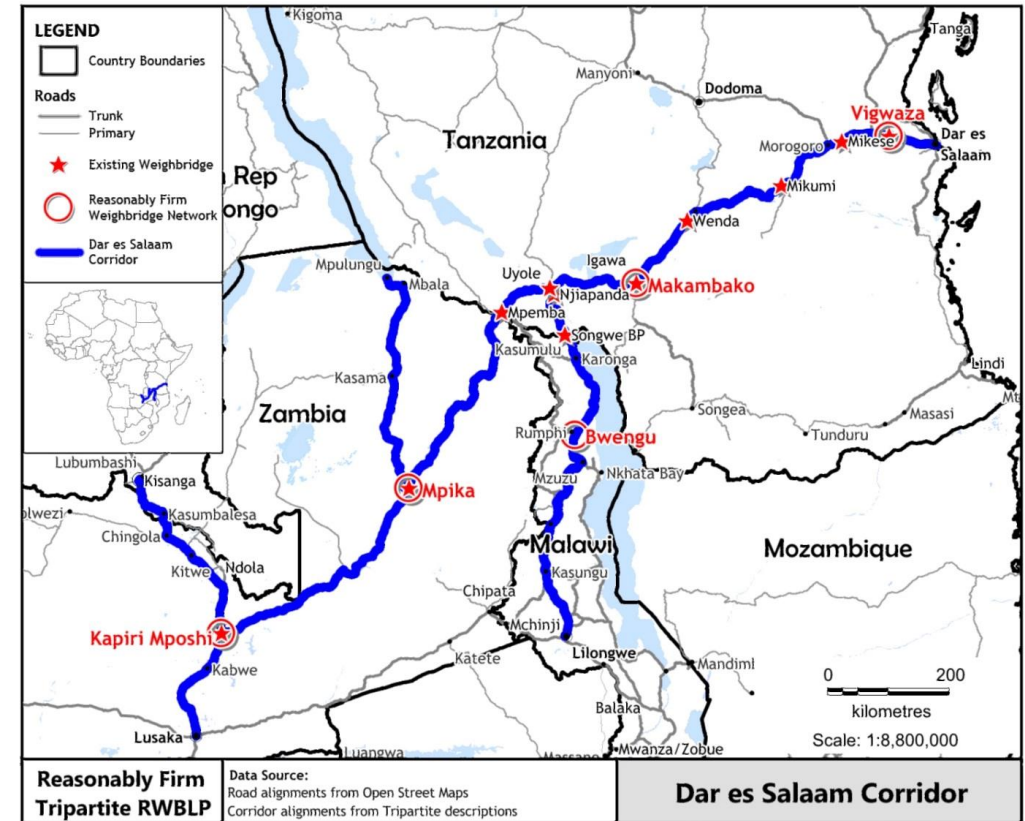
Safety

Comes first. We have a 'zero vision' for road accidents.



Market Summary

- The transport corridors of East Africa is of key importance to the world due to the vast presence of natural resources in this region, especially minerals and the need for copper and cobalt in a world that is going electrical and digital.
- The port of Dar es Salaam is expanding, and so is some of the road infrastructure around it. Its capacity and efficiency is on the rise.



SWOT

STRENGTH

- Experience of owners
- Known by most big fleet owners, good support
- Drivers and clearing agents in close relationship
- Cost and efficiency knowledge, premium trucks, org.
- Starting capital with reserves
- “Local content” with indigenous owner

OPPORTUNITIES

- Increased mineral demand globally, electrification
- Carry 20% additional payload with additional dolly “dangler” trailer and light truck
- VAT and duty deferment on trailers, -75% duty on trucks with TIC cert
- Shorter turn-around-time for trips due to infrastructure investments
- Use of Scania and Superdoll workshops, less own overhead

WEAKNESS

- Lack some journey specific challenges (mitigate with experienced fleet controller, drivers and clearing agents)
- Cash flow sensitive first 3y due to debts on trucks
- Higher capital cost compared to Chinese products

RISKS

- Cash flow, late payments from our customers
- Boarder crossing delay, can get worse as fleets grow
- Road accidents, lost income, still need to pay debt
- Theft of fuel, tyres (but is factored in the BC)
- Change of government policy, but considered low for transport

Competition

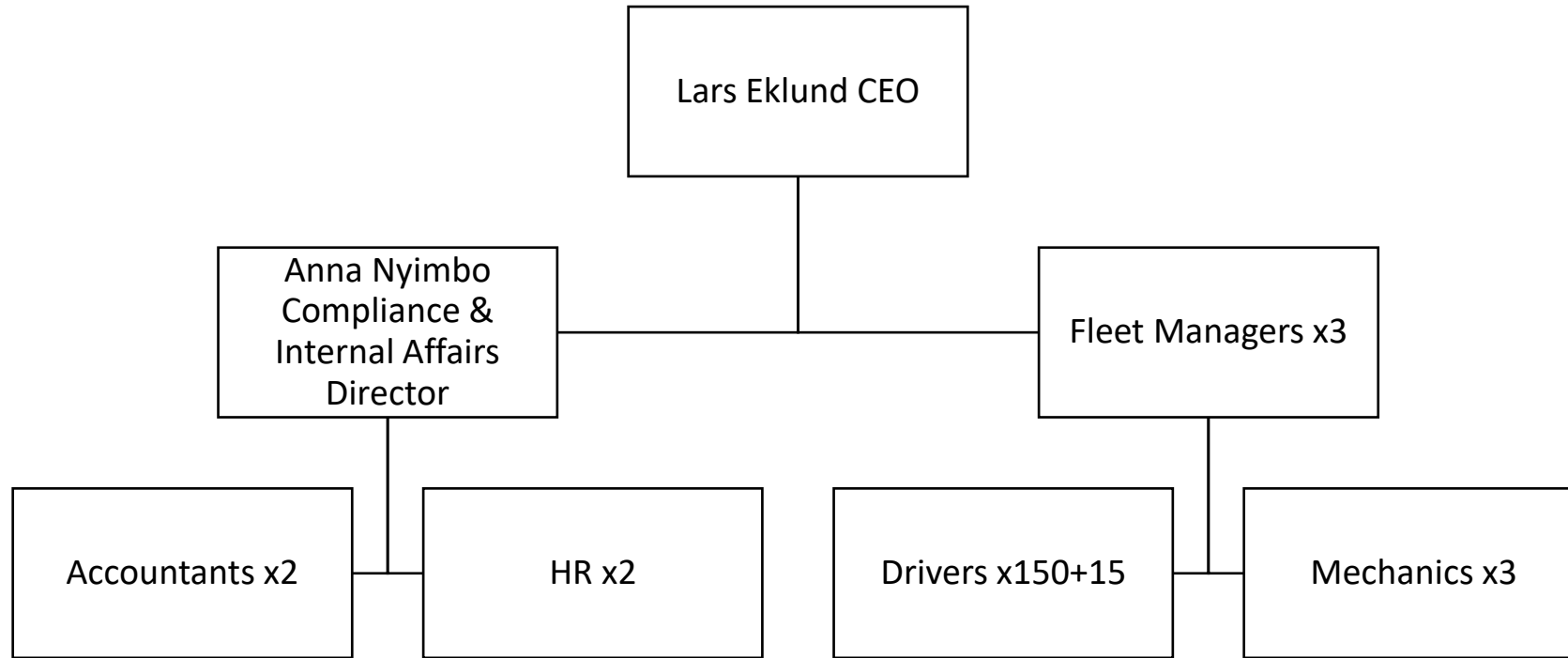
- The market is full of transporters. 1-1000 of trucks in their fleets. Many have been working for 2-3 generations. They use multi brands in their fleets. They are extremely operationally cost focused with their services.
- TTC's competitive advantages is; The owners have big and efficient organisation experience from the transport services industry. Know well how to handle trucks, staff, suppliers and customers. We have a very strong reputation with our "competition" to the point we feel we are more like partners with them, and we will support each other more than compete.
- Long term, 5y+, we may see increased competition from trains, on both coasts of Africa

Objectives in 5 years

- 2-3 customers, we believe in long term partnership and mutual organic growth
- 150 trucks
- Accidents less than 2 p.a.



Organogram 150 trucks



*Total number of employees 177

References

- Mr Ally Awadh
- Owner and Chairman of the Lake Oil group of companies
 - Lars represent; “Trust, respect, long term relations and has supported me and the group in our business expansion”



- Mr Stefano Fedel Executive Vice President, Scania

Recommendation for Lars Eklund

2023-06-12
Södertälje

Our reference

Your reference

Handled by
P Stefano Fedel

To whom it may concern,

I hereby extend my warmest recommendations for Lars Eklund and I am available as his reference in case you would like to contact me. I worked with Mr Eklund in his capacity as the Managing Director for Scania in Tanzania and I recruited him as the MD for the East African business unit where he repeatedly demonstrated;

- Integrity and clarity on operational matters.
- Improved business performance year after year.
- Leadership skills that developed the employees wellbeing as well as our customers business retention.
- His communication is clear and he shows great attention to details.
- He will do what he sets out to do – he is a reliable business partner.

I, and on Scania's behalf like to wish Mr Eklund all the best with his new business ventures.

Sincerely,

A handwritten signature in blue ink, appearing to read "Stefano Fedel".

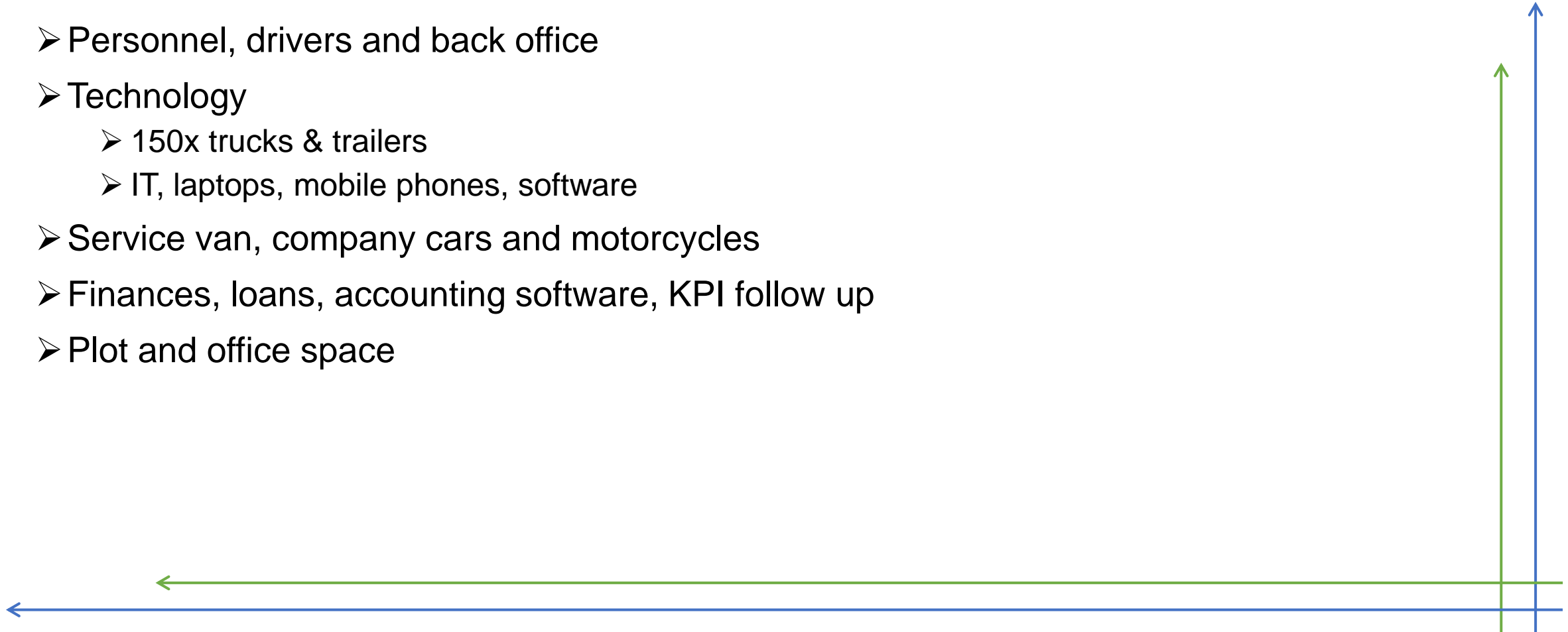
Stefano Fedel
Executive Vice President
Sales and Marketing
SCANIA

+39 335 760 59 01
stefano.fedel@scania.com



Resource Requirements

- Personnel, drivers and back office
- Technology
 - 150x trucks & trailers
 - IT, laptops, mobile phones, software
- Service van, company cars and motorcycles
- Finances, loans, accounting software, KPI follow up
- Plot and office space



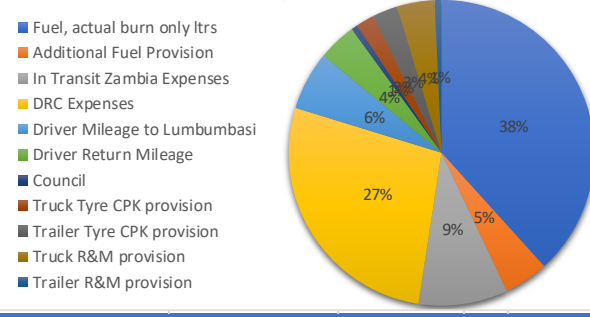
Business case page 1

Data input				2023-07-24			
USD/TZS	2450			Fuel price, TZS	2850 / ltr, inc VAT		
Vat	18%			Fuel price, USD	\$ 1,163 / ltr, inc VAT		
Revenues		Going	Coming	Total	Fuel consumption	2,2 km/ltr	
Dar Es Salaam - Kolwezi	\$	9 252	7200	\$ 16 452	Truck R&M, CPK	\$ 0,055 used	
Rate / Tonne (avg 2023)	\$	257	\$ 200	\$ 457	Trailer R&M, CPK	\$ 0,010 new	
Mileage Dar-Kolwezi		4492	Payload	36	FMS, GPS	\$ 32 per month	

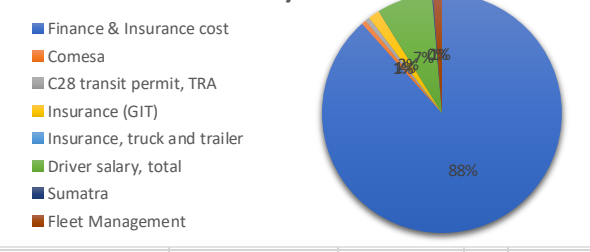
Costs per trip				WO	Eddy inputs May 27
Fuel, actual burn only ltrs	2042			\$ 2 375	\$ 2 908
Additional Fuel Provision	250			\$ 291	0
In Transit Zambia Expenses				\$ 585	77
DRC Expenses				\$ 1 695	1580
Driver Mileage to Lumbumbasi				\$ 386	367
Driver Return Mileage				\$ 250	204
Council				\$ 43	
Truck Tyre CPK provision	8			\$ 120	
Trailer Tyre CPK provision	16			\$ 165	
Truck R&M provision				\$ 247	
Trailer R&M provision				\$ 45	
Total				\$ 6 202	\$ 5 137

Fixed unit costs/month			
Finance & Insurance cost			\$ 2 403
Comesa		500 000 TZS	\$ 17
C28 transit permit, TRA		475 000 TZS	\$ 16
Insurance (GIT)	Estimate		\$ 42
Insurance, truck and trailer	2,80%		
Driver salary, total		500 000 TZS	\$ 204 \$ 122
Sumatra		130 000 TZS	\$ 4
Fleet Management			\$ 32
Total			\$ 2 718

Cost per trip



Fixed unit costs/month



Financial Plan / Income Statement

Income statement	Batch growth per calendar year			
	2023, Oct-Dec	2024	2025	2026
Total fleet size	12	12	24	36
Trips	1,0	6,083	6,083	6,083
TAT (6 trips/year)	60	60	60	60
Payload	36	36	36	36
Revenue	197 424 USD	1 200 996 USD	2 401 992 USD	3 602 988 USD
Costs for trips	-74 425 USD	-452 751 USD	-905 502 USD	-1 358 254 USD
Gross Income	122 999 USD	748 245 USD	1 496 490 USD	2 244 734 USD
Gross Margin %	62%	62%	62%	62%
Operating Expenses				
Fixed TRIP costs / month ex finance	-15 136 USD	-45 408 USD	-90 816 USD	-136 224 USD
Payroll	-60 201 USD	-206 402 USD	-206 402 USD	-206 402 USD
Added Fleet Mgr and Accountant	0 USD	0 USD	-11 614 USD	-46 457 USD
Directors additional salary	0 USD	-20 000 USD	-130 000 USD	-180 000 USD
Admin, EXCLUDING Rent	-4 588 USD	-13 763 USD	-17 204 USD	-27 527 USD
Rent, first 6m USD0	0 USD	-36 000 USD	-60 000 USD	-60 000 USD
Insurance (Directors)	0 USD	-6 000 USD	-6 000 USD	-6 000 USD
Company cars (1, then 2)	0 USD	0 USD	-18 000 USD	-36 000 USD
Housing (MD)	0 USD	-9 600 USD	-9 600 USD	-48 000 USD
Travelling	-11 500 USD	-18 000 USD	-18 000 USD	-18 000 USD
Marketing	-400 USD	-1 200 USD	-2 400 USD	-2 400 USD
Depreciation of trucks & trailers, 25%	-63 935 USD	-285 742 USD	-511 484 USD	-767 225 USD
Total Operating Expenses	-155 760 USD	-642 116 USD	-1 081 520 USD	-1 534 236 USD
Operating Income	-32 761 USD	106 129 USD	414 969 USD	710 499 USD
EBIT	-17%	9%	17%	20%
Interest	-22 706 USD	-62 178 USD	-98 767 USD	-109 078 USD
Net profit	-55 466 USD	43 951 USD	316 202 USD	601 421 USD
Income Tax (company, not PAYEE)	-16 640 USD	13 185 USD	94 861 USD	180 426 USD
Loss carry forward from past year		-16 640 USD	-3 455 USD	0 USD
Loss carry forward to next year		-3 455 USD	0 USD	0 USD
Tax payable	0 USD	0 USD	-91 406 USD	-180 426 USD
Net income after taxes	-55 466 USD	43 951 USD	224 796 USD	420 995 USD

*PAYEE tax p.a. TZS 125-175 millions

