

BUSINESS PLAN FOR TRANSPORTATION AND LOGISTICS PROJECT

ASSUMANI INCORPORATION LIMITED

Kamata Complex, Nyerere Road Ilala District Dar Es Salaam
Region, Tanzania

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Tanzania

1.0 INTRODUCTION

ASSUMANI INCORPORATION LIMITED is a company incorporated in Tanzania with certificate No. 162389327 dated 4th January 2023 as a private limited company under the Tanzanian Companies Act, 2002. ASSUMANI INCORPORATION LIMITED is engaged in the business of Transportation and Logistics, ASSUMANI INCORPORATION LIMITED is currently planning to provide global supply chain solutions providers within the country and in East Africa and the SADC region.

1.1 OUR MISSION

To become a leading integrated global logistics and supply chain Management Company providing business-enabling solutions and exceeding customer expectations.

1.2 OUR VISION

To deliver customized and unique logistics solutions globally ensuring time and cost savings for customers in a responsible and sustainable manner.

1.3 OUR VALUES

At ASSUMANI INCORPORATION LIMITED, we believe the customer comes first; we are focused to ensure customer delight, superior quality of delivery, and increased customer profitability.

At ASSUMANI INCORPORATION LIMITED, at our operations all over the country, we practice an enduring value system based on

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an open culture, honest and fair business, and personal conduct, earning the confidence and trust of our Associates and Customers.

At ASSUMANI INCORPORATION LIMITED, we practice transparency with all agencies that we are involved with.

At ASSUMANI INCORPORATION LIMITED, we value the importance of our colleagues, evolving a sense of togetherness and passion to deliver. OWNERSHIP AND OPERATIONS

1.4 COMPANY OWNERSHIP AND BOARD OF DIRECTORS

ASSUMANI INCORPORATION LIMITED is promoted by two shareholders who are very experienced in transport and logistic business, it is a family company.

Share Holders	% of Share	Nationality
Assumani Kashindi Amani	75	Tanzania
Therese Uwamahoro	25	USA

1.6 PROJECT LOCATION

Registered office of the ASSUMANI INCORPORATION LIMITED is located at Kamata Complex, Nyerere Road Ilala District Dar Es Salaam , Tanzania

1.7 FLEET SIZE

ASSUMANI INCORPORATION LIMITED is planning to purchase 100 trucks and trailers. With a capacity of carrying 30 tons of truck

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and trailer, one truck conducting 3 trips per month operating for ten months per year, carrying 90,000 tons per year

A required number of trailers will also be added to the 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 projected revenue to be US\$ 5000 per trip and one truck will conduct 3 trips per month and 30 trips per year

1.9 PROJECT OPERATING COST

The company has estimated that the project operating cost and other costs to be 75% of the total annual revenue

1.10 PROJECT FINANCING

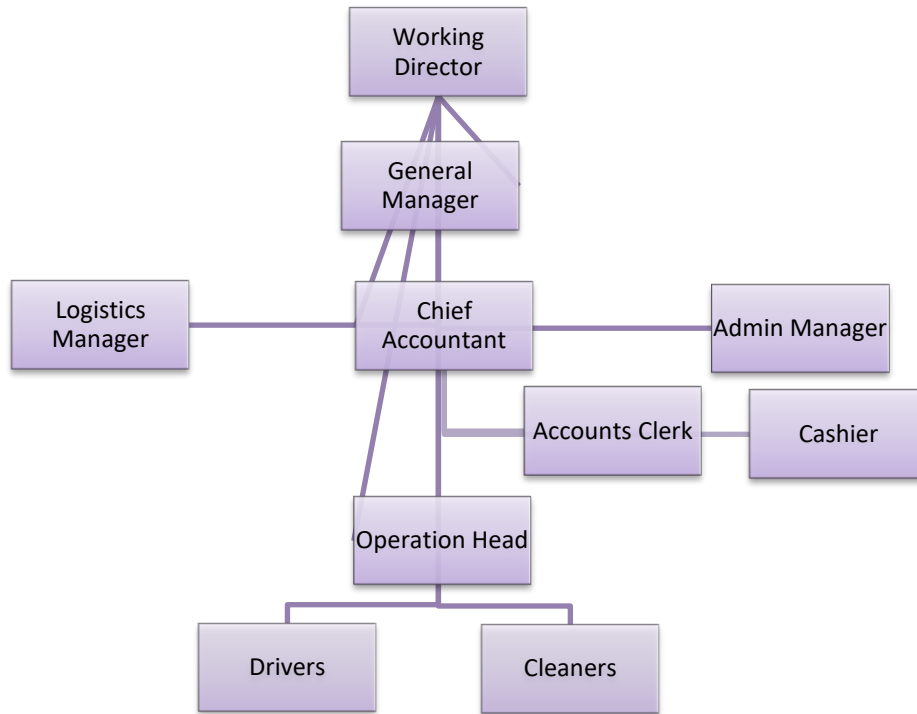
The company has estimated that the project will be financed by a long-term loan amounting to US\$4,000,000 with an interest rate of 8% repaid within 4 years and the remaining US\$ 5,141,000 will be shareholders' contribution

2.0 ORGANISATION FLOW CHART

ASSUMANI INCORPORATION LIMITED management is headed by Assumani Kashindi Amani working as Managing Director. The core management team comprises 1 General Manager, 1 HR and Admin Manager, 1 Logistics Manager, 1 Chief Accountant, and 2 Junior accounting clerks. The operational team is headed by 3 operational managers and includes drivers and cleaners.

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The organization chart of the ASSUMANI INCORPORATION LIMITED is presented herein below:



Employees Distribution Summary

Employment	Foreign	Local	Total
Women	4	15	19
Men	6	200	206
TOTAL	10	215	225

4.0 Tanzania: Why Transport Is Key to Economic Growth

Dar es Salaam — The economy of the future will be almost entirely buoyed by the services industry, experts say. Countries

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that will fail to adequately invest and put in place strategies to shore-up their services industry will remain mere consumers of services from others, experts add.

In fact, the advanced economies have already moved to the service industry, leaving behind less advanced economies in Africa and elsewhere. The Tanzanian economy is still largely characterised by the goods, but the service industry shows amazing potential. Data from the current account show that Tanzania's service economy consists almost entirely of transport and travel. Travel is normally referred to as tourism, but the two are so closely linked that they are referred to interchangeably. In addition, travel and transport sectors are also tightly linked. In the year ending August 2021 Tanzania earned \$2.4 billion from transport and travel, according to the monthly economic review of the Bank of Tanzania. The foreign currency inflows through transport and travel was only about 26 percent of total export receipts, but it used to be higher in the pre-pandemic period when it accounted for 40 percent of total foreign currency earnings. In the year ending August 2019, Tanzania earned \$3.8 billion, which is equivalent to 41 percent of total earnings.

The potential of the transport and travel sector comes from the fact that in the current account it has a surplus of more than \$1 billion compared to the deficit of more than \$2 billion of the goods account. In other words while Tanzania imports more

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goods than it exports, it receives more money in the service sector than it pays to acquire services from outside. This would have been game-changing had the services sector been significantly higher than it currently is. But if Tanzania wants to join the world's race toward supremacy in the service sector, the place to start with is the transport and logistics sector. This is the sector where Tanzania has a natural, God-given geographical advantage that cannot be taken away. But, to be able to benefit, Tanzania must plan well, using the right strategies. It will be unfortunate if Tanzania will sink billions of US dollars in developing infrastructure- estimates of investments in ongoing transport and utilities infrastructure projects is \$19 billion - then sit back and watch land-locked countries reaping all the benefits. That has been the case in the past few years when prohibitive regulations were adopted that reduced the competitiveness of local players in the transport sector.

Tanzania has been performing badly in global infrastructure competitiveness in spite of its geophysical advantage as an international gateway for the eastern, central and southern Africa. And, since 2015, its performance has been further declining. The World Economic Forum (WEF) global competitiveness report, 2015 ranked Tanzania 102 out of 140 countries surveyed in infrastructure competitiveness. In the 2016/2017 survey

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Tanzania's competitiveness in the WEF's survey fell to 118th position out of 138 countries surveyed.

This year, the report was more elaborate. Tanzania scored fairly in road connectivity and was ranked in the 86th position. In quality of road infrastructure, it ranked 65 globally; in efficiency of train services it was ranked 60; in efficiency of air transport services Tanzania was ranked 98; and in efficiency of seaport services the country was ranked at 71st position..

5.0 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,

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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 –

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- 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 –

- New entry in logistics market
- 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

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- 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 ASSUMANI INCORPORATION LIMITED

ASSUMANI INCORPORATION 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. ASSUMANI INCORPORATION LIMITED transport vans, trucks and trailers (closed body trailers, flat bed trailers and low loaders) from precision transport are designed to seamless execution, ASSUMANI INCORPORATION 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.

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ASSUMANI INCORPORATION 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 ASSUMANI INCORPORATION 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

ASSUMANI INCORPORATION LIMITED Transport Logistics plan to customize and design transportation solutions to transport client's freight at the speed and ease. ASSUMANI

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INCORPORATION 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.

ASSUMANI INCORPORATION 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, ASSUMANI INCORPORATION LIMITED Transport Logistics is the solution.

Benefits of optimized door to door delivery and transportation

- ASSUMANI INCORPORATION 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.

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- 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)

ASSUMANI INCORPORATION LIMITED Capital offers a complete door-to-door service for all of your container transport requirements. Our road transport fleet is comprised of 100 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.

ASSUMANI INCORPORATION LIMITED Transport Logistics also supplement road transport fleet with our access to our East Africa railway transport line. ASSUMANI INCORPORATION LIMITED Transport Logistics is capable of transporting heavy and bulk cargo

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on Low Loader, rail and can also transport transit cargo on rail and low-loaders.

Heavy Haulage – Low-Loader Transportation

ASSUMANI INCORPORATION LIMITED transportation Low Loaders comprise of a variety of unique low loader trailer configurations, ASSUMANI INCORPORATION LIMITED Capital is still constantly engineering new low loader transport solutions for our customers' Low Loader Transportation requirements. ASSUMANI INCORPORATION 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, ASSUMANI INCORPORATION 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 ASSUMANI INCORPORATION 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.

Local cargo

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ASSUMANI INCORPORATION 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 delivers 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

ASSUMANI INCORPORATION 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.

ASSUMANI INCORPORATION LIMITED provide relocation and movement of both of bulk and containerized goods. ASSUMANI INCORPORATION 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 ASSUMANI INCORPORATION LIMITED plan to compete favorably with local and foreign companies

8.0 FINANCIAL ASPECTS OF THE PROJECT

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(i) Projected Profit and Loss Statement

The attached Appendix I shows the projected income for the 8-year period. The position depicted is that the project earns profit throughout its life. Accumulated after-tax profits grow from **US\$ 1,808,660** in the 1st year to **US\$ 17,812,009** in the 8th 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\$ 2,224,860** in the first year to **US\$ 21,013,609** at the end of 8th year of the project's operations

(iii) Projected Balance Sheet

The project's assets and cash flows are shown in Appendix III. Owners' equity grows from **US\$ 5,141,000** in the first year to **US\$ 22,953,009** at the end of the 8th year of the project's operations based

(iv) Payback Period

Total investment is **US\$ 9,141,000.00** cash accumulation in 4th year is **US\$ 9,422,703**, which is more than the initial investment, the project payback Period is exactly 4 years.

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(v) Loan repayment

The total investment loan is US\$US\$ 4,000,000 to be repaid within 4years.

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 Local Government authorities. It is gratifying to note that the company, is going to provide additional employment to 225people. 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 neighboring 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

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10.0 CONCLUSION

- (i) The project is profitable and contributes to government revenue by way of taxes.
- (ii) The project provides employment to 225 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.

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APPENDIX I

ASSUMANI INCORPORATION LIMITED PROJECTED PROFIT AND LOSS STATEMENT US\$

-	1	2	3	4	5	6	7	8
Revenue (15,000,000.00	15,750,000.00	16,537,500.00	17,364,375.00	18,232,593.75	19,144,223.44	20,101,435	21,106,506
Operating Expenses:	12,000,000	12,600,000	13,230,000	13,891,500	14,586,075	15,315,379	16,081,148	16,885,205
Gross Profit Before Interest and Depreciation	3,000,000	3,150,000	3,307,500	3,472,875	3,646,519	3,828,845	4,020,287	4,221,301
Interest	32,000	32,000	32,000	32,000	-	-	-	
Depreciation	384,200	384,200	384,200	384,200	384,200	384,200	384,200	384,200
Gross Profit	2,583,800	2,733,800	2,891,300	3,056,675	3,262,319	3,444,645	3,636,087	3,837,101
Tax (30%)	775,140	820,140	867,390	917,003	978,696	1,033,393	1,090,826	1,151,130
Profit After Tax	1,808,660	1,913,660	2,023,910	2,139,673	2,283,623	2,411,251	2,545,261	2,685,971
Accumulated Profit	1,808,660	3,722,320	5,746,230	7,885,903	10,169,526	12,580,777	15,126,038	17,812,009

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APPENDIX II

ASSUMANI INCORPORATION LIMITED PROJECTED CASH FLOWS US\$

SOURCES:									
Profit before interest and depreciation	-	3,000,000	3,150,000	3,307,500.00	3,472,875	3,646,519	3,828,845	4,020,287	4,221,301
Equity	5,141,000								
Loan	4,000,000								
Total Sources	9,141,000	3,000,000	3,150,000	3,307,500	3,472,875	3,646,519	3,828,845	4,020,287	4,221,301
Applications:									
Capital expenditure	8,332,000		-	-	-	-			
working Capital & Others	809,000								
Cash	-	2,224,860	2,329,860	2,440,110	2,555,873	2,667,823	2,795,451	2,929,461	3,070,171
Tax	-	775,140	820,140	867,390	917,003	978,696	1,033,393	1,090,826	1,151,130
Sub total	9,141,000	3,000,000	3,150,000	3,307,500	3,472,875	3,646,519	3,828,845	4,020,287	4,221,301
Total applications	9,141,000	3,000,000	3,150,000	3,307,500	3,472,875	3,646,519	3,828,845	4,020,287	4,221,301
Accumulated cash		2,224,860	4,554,720	6,994,830	9,550,703	12,218,526	15,013,977	17,943,438	21,013,609

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APPENDIX III

ASSUMANI INCORPORATION LIMITED PROJECTED BALANCE SHEET US\$

Fixed Assets	1	1	2	3	4	5	6	7	8
Opening balance	-	8,332,000	7,947,800	7,563,600	7,179,400	6,795,200	6,411,000	6,026,800	5,642,600
Total Long-term Assets	-	8,332,000	7,947,800	7,563,600	7,179,400	6,795,200	6,411,000	6,026,800	5,642,600
Less depreciation	-	384,200	384,200	384,200	384,200	384,200	384,200	384,200	384,200
Closing balance	-	7,947,800	7,563,600	7,179,400	6,795,200	6,411,000	6,026,800	5,642,600	5,258,400
Working capital	809,000	809,000	809,000	809,000	809,000	809,000	809,000	809,000	809,000
Accumulated cash	-	1,755,355	3,589,460	5,506,252	7,509,867	9,604,644	11,675,143	13,846,148	16,122,686
Total assets	809,000	10,512,155	11,962,060	13,494,652	15,114,067	16,824,644	18,510,943	20,297,748	22,190,086
Financed by									
Equity	5,141,000	5,141,000	5,141,000	5,141,000	5,141,000	5,141,000	5,141,000	5,141,000	5,141,000
Accumulated profit	-	1,808,660	3,722,320	5,746,230	7,885,903	10,169,526	12,580,777	15,126,038	17,812,009
Total equity	5,141,000	6,949,660	8,863,320	10,887,230	13,026,903	15,310,526	17,721,777	20,267,038	22,953,009
Bank Loan	4,000,000	3,000,000	2,000,000	1,000,000	-	-	-	-	-
Total debts	4,000,000	2,000,000	2,000,000	1,000,000	-	-	-	-	-
Total equity and debts	9,141,000	8,949,660	10,863,320	11,887,230	13,026,903	15,310,526	17,721,777	20,267,038	22,953,009

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ASSUMANI INCORPORATION LIMITED PROJECTED INVESTMENT COST US\$

PARTICULAR	
Land and Buildings	25,000.00
Machinery & Equipment	800,000.00
Motor Vehicles	7,500,000.00
Furniture & Fixtures	7,000.00
Pre expenses	4,000.00
Others	5,000.00
Working Capital	800,000.00
TOTAL	9,141,000.00

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ASSUMANI INCORPORATION LIMITED PROJECTED DEPRECIATION SCHEDULE

US

NAME OF ASSETS	1	2		4.00	5.00	6	7	8
Land And Buildings	25,000	24,500	24,000	23,500	23,000	22,500	22,000	21,500
Machinery, Tools & Equipment	800,000	792,000	784,000	776,000	768,000	760,000	752,000	744,000
Motor Vehicles	7,500,000	7,125,000	6,750,000	6,375,000	6,000,000	5,625,000	5,250,000	4,875,000
Furniture & Fixtures	7,000	6,300	5,600	4,900	4,200	3,500	2,800	2,100
Total	8,332,000	7,947,800	7,563,600	7,179,400	6,795,200	6,411,000	6,026,800	5,642,600
DEPRECIATION	1	2	3					
Land and buildings	500	500	500	500.00	500.00	500	500	500
Machinery tools & Equipment	8,000	8,000	8,000	8,000.00	8,000.00	8000	8000	8000
Motor Vehicles	375,000	375,000	375,000	375,000.00	375,000.00	375000	375000	375000
Furniture & Fixtures	700	700	700	700.00	700.00	700	700	700
ANNUAL DEPRECIATION	384,200	384,200	384,200	384,200.00	384,200.00	384,200.00	#####	384,200.00

ASSUMANI INCORPORATION LIMITED PROJECT IMPLEMENTATION SCHEDULE

	ACTIVITY	PERIOD
1.	Processing TIC Certificate of Incentive	May 2023
2.	Funds Mobilization	May – Dec 2023
3.	Ordering of Vehicles	Jan 2022 – Dec 2024
5.	Arrival of Vehicles	Feb 2024– Jan 2026
6.	Trial Operations	March 2024
7.	Commercial Operations	May 2024