

SAS LOGISTICS LIMITED

Business Plan

For

Cargo Transportation by Road and Logistics Management

1.0 INTRODUCTION

SAS LOGISTICS LIMITED is a company incorporated in Tanzania with certificate No. 57181 dated 27th July 2006 as a private limited company under the Tanzanian Companies Act, 2002. SAS LOGISTICS LIMITED is engaged in the business of Transportation and Logistics, Across Tanzania, SAS LOGISTICS LIMITED is currently planning to provide cargo transportation by road and logistics supply management within the country, East Africa, and East and Central Africa region.

1.1 SAS LOGISTICS LIMITED MISSION

To become a leading cargo transportation and logistics management company with business-enabling solutions and exceeding customer expectations.

1.2 SAS LOGISTICS LIMITED VISION

To deliver customized and unique business-enabling ensuring time and cost savings for customers.

1.3 SAS LOGISTICS LIMITED VALUES

At SAS LOGISTICS LIMITED, we believe the customer comes first; the company management is focused to ensure customer delight, superior quality of delivery, and increased customer profitability.

At SAS LOGISTICS LIMITED, our operations all over the country and neighbouring countries, we practice an enduring value system based on open culture, honest and fair business, and personal conduct, earning the confidence and trust of our Associates and Customers.

At SAS LOGISTICS LIMITED, we practice transparency with all agencies that we are involved with. we value the importance of our colleagues, evolving a sense of togetherness and passion to deliver.

1.4 **COMPANY OWNERSHIP AND BOARD OF DIRECTORS**

SAS LOGISTICS LIMITED is promoted by three shareholders who are very experienced in transport and logistics, the share capital of the company is Tanzania shillings 4,000,000,000/ordinary

| Share Holders | % of Share | Nationality |
|-----------------------|-------------------|--------------------|
| Salim Seif EL-Busaidy | 80 | Tanzania |
| Nasra Nassor | 20 | Tanzania |

1.6 **PROJECT LOCATION**

The registered office of the SAS LOGISTICS LIMITED is located at **Plot No, 126 Ubungo/Mabibo, Ubungo, Dar es Salaam, Tanzania**

1.7 **SIZE**

SAS LOGISTICS LIMITED is planning to increase its fleet by adding **225 units combined of** trucks, low bed trailers, flatbed trailers, tipping trucks and trailers, canters, emulsion tanks, iso tanks and units associated to trucking business With a carrying from 10 mt to **50 tons** , it assumed that one truck conducting **two** trips per month operating for ten months per year, carrying **162,000** tons per year

The required units will also be added to the existing fleet in order to cater to additional requirements in line with the units requested for .

1.8 PROJECT ESTIMATED REVENUE

The company has estimated the revenue to be US\$ 5000 per trip and one truck will conduct 2trips per month30 trips per year

1.9 PROJECT OPERATING COST

The company has estimated that the project operating cost to be 70% of the total annual revenue

1.10 PROJECT FINANCING

The company has estimated that the project will be financed by other unconditional credit line of US\$10,000,000 and the remaining US\$15,000,000 will be shareholders' contributions generated from business

1.11 PROJECT COST

The project has budgeted to cost the followings:

SAS LOGISTICS LIMITED PROJECTED INVESTMENT COST

| PARTICULAR | usd |
|-----------------------|---------------------|
| Land and Buildings | 2,000,000.00 |
| Machinery & Equipment | 1,000,000.00 |
| Motor Vehicles | 19,960,000.00 |
| Furniture & Fixtures | 5,000.00 |
| Pre exp | 20,000.00 |

| | |
|-----------------|----------------------|
| Others | 15,000.00 |
| Working Capital | 2,000,000.00 |
| TOTAL | 25,000,000.00 |

2.0 ORGANISATION FLOW CHART

SAS LOGISTICS LIMITED management is headed by Salim Seif Elbusaidy working as chief executive officer ,assisted by Adam Ambari ,-chief financial officer the two form the Core management team and shall be assisted by the followings :

1. Mr Alex lugendo –chief marketing officer,
2. CPA Luqman soud –chief accountant, also in a team
3. HR and Admin Manager,
4. Logistics Manager,
5. Chief operation officer
6. And Junior accounting clerks..

Employees Distribution Summary

| Employment | Foreign | Local | Total |
|--------------|----------|------------|------------|
| Women | 0 | 5 | 5 |
| Men | 0 | 120 | 120 |
| TOTAL | 0 | 125 | 125 |

3.0 TANZANIA TRANSPORT OVER VIEW

Tanzanian transport sector comprises surface transport (including 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.

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, Kenya, 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 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 is –

- 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
- 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 SAS LOGISTICS LIMITED

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

SAS LOGISTICS 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 SAS LOGISTICS 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

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

SAS LOGISTICS 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, flat bed trailers and low loaders fleet are aligned to offer transport applications suitable for all transportation needs. Whether client's freight requires rail transport or road transportation service, door-to-door transport, coast-to-coast transport, or cross-border transportation, SAS LOGISTICS LIMITED Transport Logistics is the solution.

Benefits of optimized door to door delivery and transportation

- SAS LOGISTICS 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)

SAS LOGISTICS 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.

SAS LOGISTICS LIMITED Transport Logistics also supplement road transport fleet with our access to our East Africa railway transport line.

Heavy Haulage – Low-Loader Transportation

SAS LOGISTICS LIMITED transportation Low Loaders comprise of a variety of unique low loader trailer configurations, SAS LOGISTICS LIMITED Capital after considering the demand of heavy lift equipments taking in to account ,the booming mining sector in Tanzania as well as in neighboring land locked countries , it is evidently clear that , the low loader demand will be at high demand ,hence ,included in capital items ,so as to add into our flee will additional 10 new low loader transport solutions for our customers' Low Loader Transportation requirements. SAS LOGISTICS LIMITED Transportation plans to expand our diverse portfolio of service-sensitive, specialty operations to meet our clients' low loaders needs.

Transit Cargo

SAS LOGISTICS LIMITED strives 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.

SAS LOGISTICS LIMITED provides relocation and movement of both of bulk and containerized goods. We 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 SAS LOGISTICS 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 8years period. The position depicted is that the project earns profit throughout its life. Accumulated after-tax profits grow from **US\$ 5,986,050** in the 1st year to **US\$52,215,933.91** in the 7th 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\$ 8,234,550** in the first year to **US\$ 65,555,433** at the end of the 7th year of the project's operations based on the 225 trucks and trailers obtained.

(iii) Projected Balance Sheet

The project's assets cash flow assets are shown in Appendix III. Owners' equity grows from US\$ 10,000,000 in the first year to US\$ 62,215,933 at the end of 7th year of the project's operations based

(iv) Payback Period

Total investment is US\$25,000,000 cash accumulation in 5th year US\$ 32,845,972.25, which is more than the initial investment by US\$7,845,972 the project payback Period is exactly 5th years. The project has a relatively short payback period.

(v) Loan repayment

The total investment on unconditional loan is USD 10,000,000 to be repaid within 5 years.

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 322 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 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

10.0 CONCLUSION

- (i) The project is profitable and contributes to government revenue by way of taxes.
- (ii) The project provides employment to 322 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 Tanzania Revenue Authority, TRA, and the Tanzania Investment Centre – (TIC). The

project deserves this support because of its viability, since it is technically feasible, economically viable, and socially acceptable.

SAS LOGISTICS LIMITED PROJECTED PROFIT AND LOSS STATEMENT US\$

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Revenue | 36,000,000.00 | 37,800,000.00 | 39,690,000.00 | 41,674,500.00 | 43,758,225.00 | 45,946,136.25 | 48,243,443.06 |
| Operating Expenses: | 25,200,000.00 | 26,460,000.00 | 27,783,000.00 | 29,172,150.00 | 30,630,757.50 | 32,162,295.38 | 33,770,410.14 |
| Gross Profit Before Interest and Depreciation | 10,800,000.00 | 11,340,000.00 | 11,907,000.00 | 12,502,350.00 | 13,127,467.50 | 13,783,840.88 | 14,473,032.92 |
| Interest | 1,200,000.00 | 1,200,000.00 | 1,200,000.00 | 1,200,000.00 | 1,200,000.00 | 0 | 0 |
| Depreciation | 1,048,500.00 | 1,048,500.00 | 1,048,500.00 | 1,048,500.00 | 1,048,500.00 | 1048500 | 1048500 |
| Gross Profit | 8,551,500.00 | 9,091,500.00 | 9,658,500.00 | 10,253,850.00 | 10,878,967.50 | 12,735,340.88 | 13,424,532.92 |
| Tax (30%) | 2,565,450.00 | 2,727,450.00 | 2,897,550.00 | 3,076,155.00 | 3,263,690.25 | 3,820,602.26 | 4,027,359.88 |
| Profit After Tax | 5,986,050.00 | 6,364,050.00 | 6,760,950.00 | 7,177,695.00 | 7,615,277.25 | 8,914,738.61 | 9,397,173.04 |
| Accumulated Profit | 5,986,050.00 | 12,350,100.00 | 19,111,050.00 | 26,288,745.00 | 33,904,022.25 | 42,818,760.86 | 52,215,933.91 |

APPENDIX II

SAS LOGISTICS LIMITED PROJECTED CASH FLOWS US\$

| | | | | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| SOURCES: | | | | | | | | |
| Profit before interest and depreciation | - | 10,800,000.00 | 11,340,000.00 | 11,907,000.00 | 12,502,350.00 | 13,127,467.50 | 13,783,840.88 | 14,473,032.92 |
| Equity | 15,000,000.00 | | | | | | | |
| Loan | 10,000,000.00 | | | | | | | |
| Total Sources | 25,000,000.00 | 10,800,000.00 | 11,340,000.00 | 11,907,000.00 | 12,502,350.00 | 13,127,467.50 | 13,783,840.88 | 14,473,032.92 |
| Applications: | | | | | | | | |
| Capital expenditure | 22,965,000.00 | | - | - | - | - | | |
| working Capital & Others | 2,035,000.00 | | | | | | | |
| Cash | 0 | 8,234,550.00 | 8,612,550.00 | 9,009,450.00 | 9,426,195.00 | 9,863,777.25 | 9,963,238.61 | 10,445,673.04 |
| Tax | - | 2,565,450.00 | 2,727,450.00 | 2,897,550.00 | 3,076,155.00 | 3,263,690.25 | 3,820,602.26 | 4,027,359.88 |
| Subtotal | 25,000,000.00 | 10,800,000.00 | 11,340,000.00 | 11,907,000.00 | 12,502,350.00 | 13,127,467.50 | 13,783,840.88 | 14,473,032.92 |
| Total applications | 25,000,000.00 | 10,800,000.00 | 11,340,000.00 | 11,907,000.00 | 12,502,350.00 | 13,127,467.50 | 13,783,840.88 | 14,473,032.92 |
| Accumulated cash | | 8,234,550.00 | 16,847,100.00 | 25,856,550.00 | 35,282,745.00 | 45,146,522.25 | 55,109,760.86 | 65,555,433.91 |

APPENDIX III

SAS LOGISTICS LIMITED PROJECTED BALANCE SHEET US\$

| Fixed Assets | - | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Opening balance | - | 22,965,000.00 | 21,916,500.00 | 20,868,000.00 | 19,819,500.00 | 18,771,000.00 | 17,722,500.00 | 16,674,000.00 |
| Total Long-term Assets | - | 22,965,000.00 | 21,916,500.00 | 20,868,000.00 | 19,819,500.00 | 18,771,000.00 | 17,722,500.00 | 16,674,000.00 |
| Less depreciation | - | 1,048,500.00 | 1,048,500.00 | 1,048,500.00 | 1,048,500.00 | 1,048,500.00 | 1,048,500.00 | 1,048,500.00 |
| Closing balance | - | 21,916,500.00 | 20,868,000.00 | 19,819,500.00 | 18,771,000.00 | 17,722,500.00 | 16,674,000.00 | 15,625,500.00 |
| Working capital | 2,035,000.00 | 2,035,000.00 | 2,035,000.00 | 2,035,000.00 | 2,035,000.00 | 2,035,000.00 | 2,035,000.00 | 2,035,000.00 |
| Accumulated cash | - | 5,786,565.00 | 11,805,330.00 | 18,070,155.00 | 24,595,593.00 | 31,396,924.65 | | |
| Total assets | 2,035,000.00 | 29,738,065.00 | 34,708,330.00 | 39,924,655.00 | 45,401,593.00 | 51,154,424.65 | | |
| Financed by | | | | | | | | |
| Equity | 15,000,000.00 | 10,000,000.00 | 10,000,000.00 | 10,000,000.00 | 10,000,000.00 | 10,000,000.00 | 10,000,000.00 | 10,000,000.00 |
| Accumulated profit | - | 5,986,050 | 12,350,100.00 | 19,111,050 | 26,288,745 | 33,904,022 | 42,818,760.86 | 52,215,933.91 |
| Total equity | 15,000,000.00 | 15,986,050.00 | 22,350,100.00 | 29,111,050.00 | 36,288,745.00 | 43,904,022.25 | 52,818,760.86 | 62,215,933.91 |
| Other financial sources | 10,000,000.00 | 12,000,000.00 | 9,000,000.00 | 6,000,000.00 | 3,000,000.00 | - | - | - |
| Total debts | 15,000,000.00 | 9,000,000.00 | 9,000,000.00 | 6,000,000.00 | 3,000,000.00 | - | - | - |
| Total equity and debts | 25,000,000.00 | 24,986,050.00 | 31,350,100.00 | 35,111,050.00 | 39,288,745.00 | 43,904,022.25 | 52,818,760.86 | 62,215,933.91 |

SAS LOGISTICS LIMITED PAYBACK PERIOD

| Year | Profit After Tax | Depreciation | Total Cash Flow | Accumulated Cash Flow |
|-------------|-------------------------|---------------------|------------------------|------------------------------|
| 1 | 5,986,050.00 | 1,048,500.00 | 7,034,550.00 | 734,000.00 |
| 2 | 6,364,050.00 | 1,048,500.00 | 7,412,550.00 | 8,146,550.00 |
| 3 | 6,760,950.00 | 1,048,500.00 | 7,809,450.00 | 15,956,000.00 |
| 4 | 7,177,695.00 | 1,048,500.00 | 8,226,195.00 | 24,182,195.00 |
| 5 | 7,615,277.25 | 1,048,500.00 | 8,663,777.25 | 32,845,972.25 |

SAS LOGISTICS LIMITED PROPOSED A FINANCING PATTERN US\$

| OTHER FINANCIAL SOURCES | LOCAL EQUITY |
|--------------------------------|---------------------|
| 10,000,000 | 15,000,000 |

SAS LOGISTICS LIMITED PROJECT IMPLEMENTATION SCHEDULE

| | ACTIVITY | PERIOD |
|----|---|----------------------|
| 1. | Processing TIC Certificate of Incentive | Jan 2023 |
| 2. | Funds Mobilization | March-May 2023 |
| 3. | Ordering of Vehicles | Jan 2023 – Dec 2025 |
| 5. | Arrival of Vehicles | June 2023- June 2026 |
| 6. | Trial Operations | March 2023 |
| 7. | Commercial Operations | May 2023 |