

SASCOM COMPANY LIMITED

Business Plan

For

**Transportation of goods by
road**

1.0 INTRODUCTION

SASCOM COMPANY LIMITED is a company incorporated in Tanzania with certificate No. 168164939 dated 25th September 2023 as a private limited company under the Tanzanian Companies Act, 2002. SASCOM COMPANY LIMITED is engaged in the business of Transportation of goods by road, SASCOM COMPANY LIMITED is currently planning to provide cargo transportation by road and logistics supply management within the country, East Africa, East, and Central Africa region.

1.1 SASCOM COMPANY LIMITED MISSION

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

1.2 SASCOM COMPANY LIMITED VISION

To deliver customized and unique logistics solutions ensuring time and cost savings for customers.

1.3 SASCOM COMPANY LIMITED VALUES

At SASCOM COMPANY 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 SASCOM COMPANY LIMITED, our operations all over the country, we practice an enduring value system based on an open

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

At SASCOM COMPANY LIMITED, we practice transparency with all agencies that we are involved with.

At SASCOM COMPANY LIMITED, we value the importance of our colleagues, evolving a sense of togetherness and passion to deliver.

1.4 COMPANY OWNERSHIP AND BOARD OF DIRECTORS

SASCOM COMPANY LIMITED is promoted by three shareholders who are very experienced in the transport and logistics business, the share capital of the company is Tanzania shillings 10,000,000/ Ordinary

Share Holders	% of Share	Nationality
ALLY MBARAK BALHABOU	50	Tanzania
SALAH MBARAK BALHABOU	50	Tanzania

1.6 PROJECT LOCATION

The registered office of SASCOM COMPANY LIMITED is located at **Loliondo, Msasani Ward, Kinondoni District, Dar es Salaam, Tanzania**

1.7 FLEET SIZE

SASCOM COMPANY LIMITED is planning to invest;

Item	Quantity
Tankers and Trailers	20

With a capacity of carrying **30** tons of truck and trailer, one truck conducting **3** trips per month operating for ten months per year, carrying **21,600** tons per year

SASCOM COMPANY LIMITED **management** intends to continue building its fleet to a level of 100 trucks by 2028

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 another cost to be 70% 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 70% and shareholders and cash generated from the business contribution of 30%

1.11 PROJECT COST

The project has budgeted to cost the followings:

PARTICULAR	AMOUNT USD
Land and Buildings	18,000.00
Machinery & Equipment	30,000.00
Motor Vehicles	4,300,000.00
Office Furniture	40,000.00
Pre expenses	10,000.00
Others	15,000.00
Working Capital	10,000.00
TOTAL	4,423,000.00

2.0 ORGANISATION FLOW CHART

SASCOM COMPANY LIMITED management is headed by declaring ALLY MBARAK BALHABOU and SALAH MBARAK BALHABOU working as Managing Director, the two will form a Core management team to be assisted by, 1 HR and Admin Manager, 1 Logistics Manager, 1 Chief Accountant, and 1 Junior

accounting clerks. The operational team is headed by 3 operational managers and includes drivers and cleaners.

Employees Distribution Summary

Employment	Foreign	Local	Total
Women	0	10	10
Men	0	85	85
TOTAL	0	95	95

3.0 TANZANIA TRANSPORT OVERVIEW

The Tanzanian transport sector comprises surface transport (including roads, and 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 (2023), 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, Tanzania Government inaugurated Terminal 3 of the JNIA. The new terminal, which cost USD 314 million set the airport capacity at 8 million passengers annually.

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, Itungi, Mbamba Bay, Liuli, and Manda. There are up to 10 other 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

The 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 neighboring 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 neighboring 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 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
- Increased use of logistics services in sectors such as technology, consumer retail, automotive and industrial

THREATS

Threats of the business are –

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

6.0 SERVICES OFFERED BY SASCOM COMPANY LIMITED

SASCOM COMPANY LIMITED Management understands that your supply chain needs are unique and that’s exactly why the company has engaged the best minds in the Transport industry to create specific transport solutions customized to suit your ever- changing cargo movement environment. SASCOM COMPANY LIMITED transport vans, trucks, and trailers (closed body trailers, flatbed trailers, and low loaders) from precision transport are designed for seamless execution, SASCOM COMPANY 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.

SASCOM COMPANY LIMITED Transportation and the company Customs Brokerage Service allow the company to complete the supply chain, and cargo transit offer 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 SASCOM COMPANY LIMITED Transport Logistics to complete the supply chain and offer truly door-to-door transportation service in the market.
- Eliminates unnecessary customs delays, and 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

SASCOM COMPANY LIMITED Transport Logistics plans to customize and design transportation solutions to transport clients' freight quickly and easily. SASCOM COMPANY LIMITED Management has been in the transport logistics and our transport segment delivers freight to Numerous customers spread across East Africa: Tanzania, Uganda, Northern Tanzania, Burundi, Rwanda, Southern Sudan, and DR Congo.

SASCOM COMPANY LIMITED Plan to combine the economy of rail transport with road transport handling for seamless door-to-door service and savings. The company's transport network throughout Tanzania, Uganda, Northern Tanzania, Burundi, Rwanda, Southern Sudan, and DR Congo and large transport trucks, closed body trailers, flatbed trailers, and low loaders fleets are aligned to offer transport applications suitable for all transportation needs. Whether the client's freight requires rail transport or road transportation service, door-to-door transport, or coast-to-coast.

Transport, or cross-border transportation, SASCOM COMPANY LIMITED Transport Logistics is the solution.

Benefits of the optimized door-to-door delivery and transportation

- SASCOM COMPANY 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 a 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 for transport and delivery.

Container Transport Mode (Container on Flat Bed)

SASCOM COMPANY 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 transport 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.

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

Heavy Haulage – Low-Loader Transportation

SASCOM COMPANY LIMITED transportation Low Loaders comprise of a variety of unique low loader trailer configurations; SASCOM COMPANY LIMITED Capital is still constantly engineering new low loader transport solutions for our customers' Low Loader Transportation requirements. SASCOM COMPANY 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 have to be transported on low loaders. Low loader as the industry's most dynamic carrier, SASCOM COMPANY 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 SASCOM COMPANY LIMITED Transportation has low loaders and heavy transport

equipment to transport any sized machines. We have low loader expertise required to transport, arrange all the permits, liaise with police, and load and unload cranes.

Mining Equipment Transport

SASCOM COMPANY 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

SASCOM COMPANY LIMITED offers the fastest Local cargo service in Tanzania. This airport-to-airport service puts your cargo, 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

SASCOM COMPANY LIMITED strives to extend standard services across vast distances and rough terrain all across East Africa. Our motivated staff and our expertise in the industry always keep us on schedule by rail and road.

SASCOM COMPANY LIMITED provides relocation and movement of both of bulk and containerized goods. SASCOM COMPANY 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 SASCOM COMPANY LIMITED plan to compete favorably with local and foreign companies

8.0 FINANCIAL ASPECTS OF THE PROJECT COSTS AND ESTIMATE VALUE

1.1 Investment costs and estimate value

SN	Item	Description	Amount (In USD)
1	Investment Costs	Investment Cost	200,000.00
		Working Capital	4,423,000.00
		Total	4,623,000.00
2	Cost & Estimate Revenue Loss	Estimate of total annual revenue	2,700,000.00
		Total Operational Expenses of Project (Annual)	2,200,000.00
		Interest of bankFacilities	7%
		Commissioning cost 10% material Total annual depreciation expenses	
		Annual Income Tax 30%	

		Total Profit & Loss: (Annual)	
3.	Project Fixed Capital	The costs before commissioning	200,000.00
		Land & Landscaping	18,000.00
		Civil & Building Implement	0.00
		Machinery, Office, Workshop & Lab Supplies	30,000.00
		Total	248,000.00
4.	The costs before commissioning	Costs before commissioning including feasibility study, periodical visits, acquiring investment permits, technology, TIC License of Incentive, Environment License, EWURA, Port Authority (TPA), Municipality, Road Administrative etc	150,000.00
		Training Before Commissioning	15,000.00
		Total	165,000.00
6.	Transport, Work place & LSupplies	Truck	4,300,000.00
		Electricity	50,000.00
		Total	4,350,000.00
7.	Salary and Wages	Staff	25,000
		Operators	20000

	Other Staffs	15,000
	Total	60,000.00

1.2 Fixed capital depreciation

S/N	Description	Production (Estimated)	Unit Price (USD)	Amount (USD)
1.	Production Average	10000 T per year	1000	10,000,000
Total Cash Income				4,623,000
Deduction (Current Costs)				500,000
Deduction (Depreciation Costs)				60,000
Deduction (Banking Fees 12%)				30,000
Net Profit (USD):				4,033,000

1.3 Period of Investment & Capital Return

1.	Period of Investment & Capital Return	Purchase of machinery, equipment, transport, set-up and putting into operation	1 year
		Commissioning, trial operation, financing & administrative affairs	1 year
		Settling the principal with interest	1 year
		Capital Annual Rate	1 year

COMPANY FINANCING

Description	Total (USD)	Banking Loan	Customer Share
Fixed Costs of Project	4,623,000.00	0	1000
Cost of Circulating Capital 15% of Current Expenses	-	-	-
Total	4,623,000.00	0	1000

(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\$ 586,748** in the 1st year to **US\$ 1,345,154** in the 5th 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\$ 4,423,000** in the first year to **US\$ 8,846,000** at the end of the 5th year of the project's operations based on the 50 trucks and trailers obtained.

(iii) Projected Balance Sheet

The project's assets' cash flows are shown in Appendix III. Owners' equity grows from US\$ **4,423,000** in the first year to **US\$ 8,846,000** at the end of the 5th year of the project's operations

(iv) Payback Period

Total investment is US\$**4,423,000.00** cash accumulation in 3rd year is **US\$ 4,423,000**, which is more than the initial investment by **US\$ 4,423,000**, The project payback Period is exactly 3 years. The project has a relatively short payback period.

(v) Loan repayment

The total investment loan is **US\$ 3,096,100** 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 Local Government authorities. It is gratifying to note that the company will provide additional employment to 95 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 95 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 technical feasible, economically viable and socially acceptable.

Appendix 1

**SASCOM COMPANY LIMITED
PROJECTED INCOME STATEMENT**

(Fig. USD \$ '000')

INCOME	1 st year	2 nd year	3 rd year	4 th year	5 th year
Sales Income	720.0	760.0	800.0	850.0	900.0
Total Income	720.0	760.0	800.0	850.0	900.0
Utilities	150.0	150.0	150.0	150.0	150.0
Salaries and wages	80.0	85.0	90.0	100.0	110.0
Transportation/fuel	100.0	105.0	110.0	120.0	130.0
Administrative Expenses	100.0	110.0	120.0	130.0	140.0
Other Expenses	40.0	50.0	60.0	70.0	80.0
Total Expenditure	470.0	500.0	530.0	570.0	610.0
Net Profit (pre tax and depreciation)	250.0	260.0	270.0	280.0	290.0

**Appendix II SASCOM COMPANY LIMITED
PROJECTED CASHFLOW STATEMENT**

(Fig. USD \$ '000')

YEAR	1	11	111	1V	V	TOTAL
Cash inflow						
Income from operation	250.0	260.0	270.0	280.0	290.0	1350.0
	250.0	260.0	270.0	280.0	290.0	1350.0
Cash outflow						
Interest payments	50.0	45.0	40.0	35.0	30.0	200.0
Loan re-payment	50.0	50.0	50.0	50.0	50.0	250.0
Wear and tear	10.0	12.0	14.0	16.0	18.0	70.0

Taxes	10.0	10.0	10.0	10.0	10.0	50.0
	120.0	117.0	114.0	111.0	108.0	570.0
Surplus cash generated	130.0	143.0	156.0	169.0	182.0	780.0

Appendix III

SASCOM COMPANY LIMITED PROJECTED LONG TERM LOAN REPAYMENT (Fig. in USD \$'000')

YEAR	PRINCIPAL	INTEREST	TOTAL	AMOUNT
0				500.0
I	50.0	50.0	100.0	450.0
II	50.0	45.0	95.0	400.0
III	50.0	40.0	90.0	350.0
IV	50.0	35.0	85.0	300.0
V	50.0	30.0	80.0	250.0
VI	50.0	25.0	75.0	200.0
VII	50.0	20.0	70.0	150.0
VIII	50.0	15.0	65.0	100.0
IX	50.0	10.0	60.0	50.0
X	50.0	5	55.0	00.0

Appendix IV

SASCOM COMPANY LIMITED PROJECTED BALANCE SHEET

(Fig. in USD \$ '000')

NO.	ITEM	YEAR 1	YEAR II	YEAR III	YEAR IV	YEAR V
	SOURCE OF FUNDS					
1.	Shareholders	100.0	150.0	200.0	250.0	350.0

	funds					
2.	Long Term Loan	100.0	95.0	90.0	85.0	80.0
3.	Associated Cos/ Directors	100.0	100.0	100.0	100.0	100.0
4.	Current liabilities	0.0	0.0	0.0	0.0	0.0
		0.0	0.0	0.0	0.0	0.0
	Application of funds					
1.	Fixed Assets	300.0	300.0	300.0	300.0	300.0
2.	Current Assets	200.0	295.0	390.0	485.0	630.0
		500.0	595.0	690.0	785.0	930.0

SASCOM CO LIMITED PROJECT IMPLEMENTATION SCHEDULE

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

