



ALISTAIR JAMES COMPANY LIMITED

BUSINESS PLAN

WAREHOUSE EXPANSION PLAN IN MTWARA TO INCLUDE LOGISTICS AND TRANSPORTATION

Prepared for:
Alistair James Co. Ltd
P.O Box 4543 ,
Dar es Salaam.

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PART 1

EXECUTIVE SUMMARY

COMPANY BACKGROUND AND HISTORY

Alistair Group, established in June 2008 by Alistair James Company Ltd, has experienced significant growth and development over the past 16 years. The company has evolved into a leading logistics provider in Sub-Saharan Africa, boasting an extensive fleet of vehicles and specialized material handling equipment.

With a focus on self-delivered logistics solutions, Alistair Group offers a comprehensive range of services, including:

- Air, sea, and road freight
- Clearing and forwarding
- Rig moving
- Yard services
- Material handling
- Equipment hire

The company's success is built on its team of experienced logistics professionals and skilled drivers, who ensure efficient and compliant operations across Central, East, South, and Sub-Saharan African regions.

Alistair Group has strategically expanded its presence throughout Africa, with local incorporations in:

- Tanzania
- Zambia
- South Africa
- Mozambique
- Namibia
- Democratic Republic of Congo (DRC)
- Uganda

This extensive network allows the company to provide seamless, integrated logistics solutions to a diverse client base, including numerous blue-chip companies.

Headquartered in Mauritius, Alistair Group leverages its years of experience and regional expertise to deliver safe, efficient, and reliable transportation and logistics services. The company's commitment to excellence and continuous growth has positioned it as a preferred logistics partner across Sub-Saharan Africa.

PURPOSE

This document serves as a comprehensive business plan for Alistair James Company Limited, outlining a strategic expansion to our current warehouse project that encompasses multiple facets of the coal export supply chain in Tanzania. The plan details the company's ventures into coal storage, logistics, and transportation.

Key components of the business plan include:

Coal Storage Facility:

- **Purpose:** To expand our current coal stockpiling and storage facility to include transportation and logistics for export purposes.
- **Location:** Mtwara municipality, specifically Mtepezezi Block A, plots 17, 18, and 19, covering a total area of 21,936 square meters.
- **Function:** Transportation and Storage of coal mined in Songea, awaiting export through Mtwara port to international markets.
- **Client Base:** Various coal traders and owners.

Logistics and Transportation

- Expansion of services to include transportation of coal from mines in Songea to the storage facility in Mtwara.
- Integration of existing logistics expertise with new coal-specific transportation capabilities.

Strategic Partnership

- Inclusion of the recent 25% buy-in by Mitsui Ocean Liner Services (MOL) into Alistair Group.
- Potential synergies and growth opportunities arising from this partnership.

Supply Chain Integration

- End-to-end management of coal logistics, from mine to port.
- Positioning Alistair as a key player in Tanzania's coal export industry.

Market Opportunity

- Capitalizing on growing international demand for coal.
- Leveraging Mtwara's strategic location as an export hub.

This expanded business plan demonstrates Alistair James Company Ltd's commitment to vertical integration within the coal export supply chain. By combining coal storage, transportation, and logistics services, and strengthening its position through a strategic partnership with MOL, Alistair is poised to become a comprehensive solution provider in Tanzania's coal export sector.

The project aligns with Tanzania's economic development goals, promising to contribute significantly to regional growth, employment, and the country's position in the global coal market.

PROJECT DEVELOPMENT

Alistair James Company Limited is spearheading the development and implementation of this project. The company boasts one of the most qualified teams in the region and a workforce highly esteemed across Africa. For this project, Alistair James Company Limited has entered into a derivative land contract for land in Mtwara municipality, specifically Mtepwezi Block A, plots 17, 18, and 19, totaling 21,936 square meters.

COMPANY LEGALITY

Alistair James Company Limited operates in full compliance with Tanzanian law, as evidenced by its legal documentation:

- Memorandum and Articles of Association
- Certificate of Incorporation
- Tax Identification Number
- Value Added Tax certificates

These documents confirm the company's legal standing and adherence to national regulations.

PROJECT ORGANIZATIONAL STRUCTURE

The management structure of Alistair James Company Limited comprises:

- Board of Directors
- Managing Director (oversees all company operations)
- Group Business Development Lead
- Head of Warehousing
- Chief Financial Controller
- Head of Legal
- Head of Integrated Projects
- Head of Commercial
- Head of Information Technology
- Head of Health, Safety, Security, Environment, and Quality (HSSEQ)

INVESTMENT STRUCTURE

The project is estimated to cost 16,875,000 \$ the money covers value of land and building structures but also allocated funds include investment in Heavy Machineries, equipment, furniture and fittings, pre-expenses and working Capital. The equity which shall be contributed fully by the shareholders. However, a financial policy of the Company states that the profits generated will be re-invested. Forecasted financial Information, Financial information of ALISTAIR GROUP is projected within five years.

The company projected profit and Loss; account show a respectable turnover of more than 4,931,559 \$ in the third year. The profits gained in the fifth year are projected to be 1,028,406 \$. Total estimated project expansion cost: \$27,000,000

Breakdown:

- Additional fleet size of 300 Trucks

Funding structure:

- Shareholder equity: 100%

Financial policy:

- Profits will be reinvested to support growth.

FINANCIAL PROJECTIONS

- Year 3: Projected turnover exceeds \$4,931,559
- Year 5: Projected profits of \$ 1,028,406

The business will undergo reevaluation at the end of the fourth year of operation.

PART II

COMPANY AND INDUSTRY INFORMATION

Name of company	Alistair James Company Limited
Address:	P.O. Box 4543 Dar es Salaam
Telephone:	+255754270722
Project Location	Mtepezi Block A plot numbers 17,18
Certificate of Incorporation no.	56401
Sector	Commercial Building
Sub sector	Coal Storage facility Logistics Transportation
Total Cost of estimated Investment.	USD 27,000,000
Shareholders	Alistair Andrew James Alden James Anna Joyce Mbise

SOCIAL AND ECONOMIC IMPACT OF THE EXPANSION PROJECT

- **Improved Coal Exportation:** The project will enhance coal exportation through Mtwara port by offering transportation and logistics services, complementing the existing coal storage facility.
- **Job Creation:** The expansion project will generate further employment opportunities, contributing to local economic development.
- **Government Revenue:** Various taxes, fees, and commissions paid by Alistair James Co. Ltd will benefit the government and other agencies, boosting public sector finances.
- **Economic Growth:** By improving infrastructure and facilitating trade, the project will contribute to Tanzania's overall economic growth and development.
- **Skills Development:** The project will likely provide training and skill development opportunities for local workers in the construction and logistics sectors.
- **Regional Development:** The investment in Mtwara will contribute to the economic development of the region, potentially attracting further investments and business opportunities.

This project aligns with Tanzania's construction policy goals by enhancing infrastructure, promoting private sector involvement, and contributing to the country's economic and social development objectives.

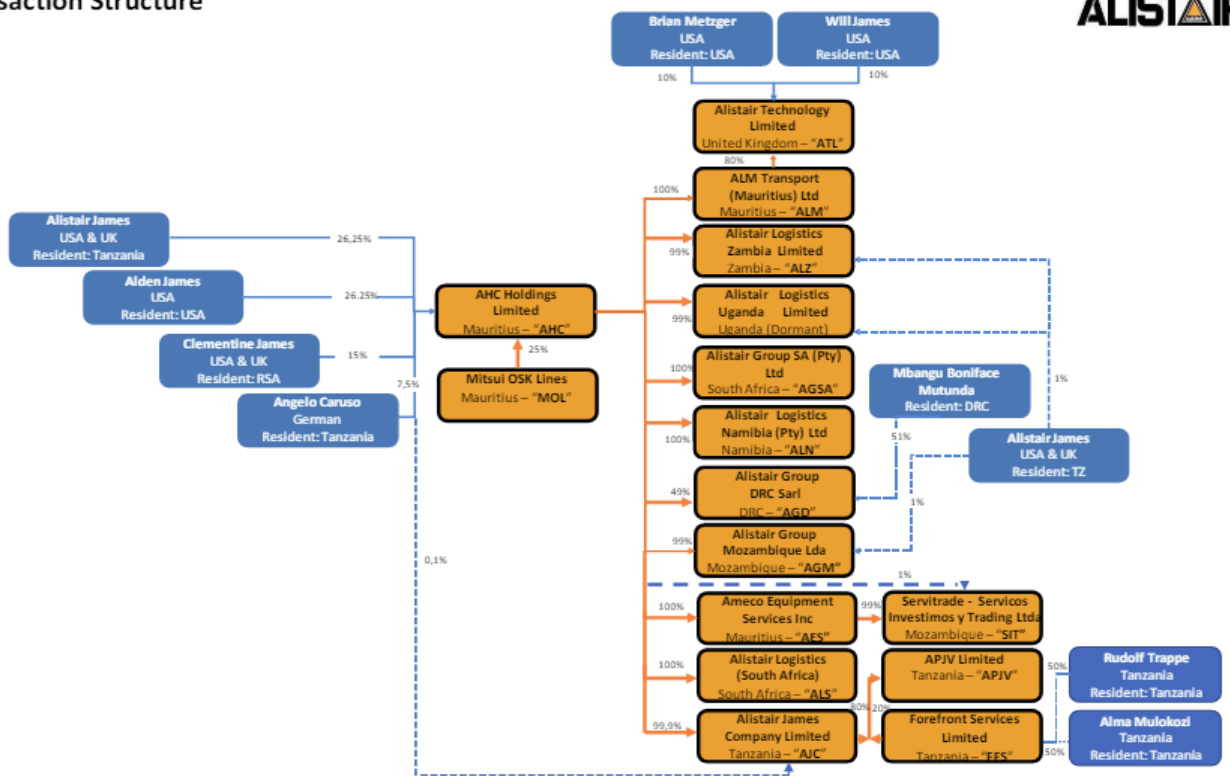
PART III MANAGEMENT AND ORGANIZATION STRUCTURE

PROPOSED PERSONNEL

The project's manpower structure is organized into various managerial tiers, as illustrated in the organization chart.

ORGANIZATION CHART

Post Transaction Structure



STAFF TRAINING

- Total expected employment: 200 people
- Training approach: All administrative and operational procedures will be documented in comprehensive manuals for educational purposes

RECRUITMENT STRATEGY

Initial Personnel:

- Priority given to individuals with substantial experience in logistics companies
- Focus on hiring staff with proven track records in relevant fields

Professional Positions:

- Candidates for roles requiring specialized skills must be graduates of recognized institutions
- Emphasis on formal qualifications and relevant training

KEY PRINCIPLES

- Commitment to hiring experienced professionals to ensure smooth operations
- Focus on building a team with diverse logistics and industry-specific expertise
- Dedication to ongoing staff development through comprehensive training materials
- Balance between experienced hires and professionally trained personnel to create a well-rounded workforce

FUTURE CONSIDERATIONS

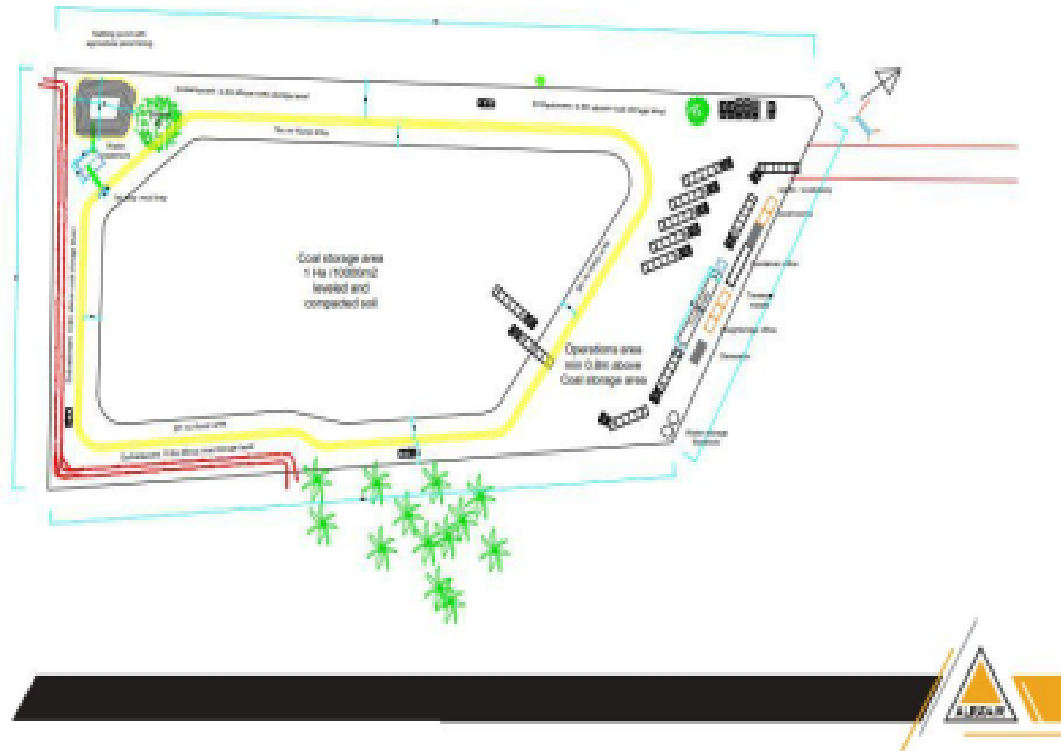
- Potential for implementing mentorship programs to transfer knowledge from experienced staff to new hires
- Opportunities for continuous professional development and upskilling of employees
- Possible partnerships with educational institutions for recruitment and training purposes

This structure ensures that Alistair James Co. Ltd will have a skilled, experienced, and well-trained workforce to support its coal storage and logistics operations, contributing to the project's overall success and efficiency.

PART IV **PROJECTS ENGINEERING & TECHNOLOGY**

COAL STORAGE FACILITY

The current coal storage facility is managed/owned by Alistair James Co. Ltd, which has a branch office in Kurasini, Dar es Salaam. Operations are conducted throughout the United Republic of Tanzania. The project is located in Mtwara municipality, Mtepwezi Block A, on plot numbers 17, 18, and 19, covering an area of 21,936 square meters.



LOCAL CONDITIONS

Mtwara port, one of the three major ports managed by the Tanzania Ports Authority, is located on the southern coast of Tanzania near the Mozambique border, 578 kilometers south of Dar es Salaam. The deep-water port was constructed between 1948 and 1954 and has a capacity to handle 1,000,000 metric tons of imports and exports per year. The port is designed to handle both conventional and containerized cargo.

PART V

MARKET INFORMATION

GLOBAL COAL DEMAND

The global coal market has experienced significant shifts due to several economic and geopolitical factors:

Economic Recovery Impact

- Countries heavily reliant on coal, particularly China and India, have seen increased demand.
- Power generation from coal increased by 8% to 5,344 Mt.
- Non-power industrial applications of coal rose by 2.2% to 2,585 Mt.

Fuel Switching : High natural gas prices have prompted a shift towards coal in many regions.

Regional Demand Projections

- India: Expected to have the largest increase (+7% or +70 Mt)
- European Union: Anticipated growth of +6% or +29 Mt
- China: Projected increase of +0.4% or +18 Mt

Driving Factors

- Stronger power sector usage in India, EU, and China
- China and India: Increasing coal-fired power generation to meet growing demand
- European countries: Temporary switch to coal due to: a) Record-high natural gas prices b) Low hydropower generation c) Maintenance-related closures at nuclear plants

Market Dynamics

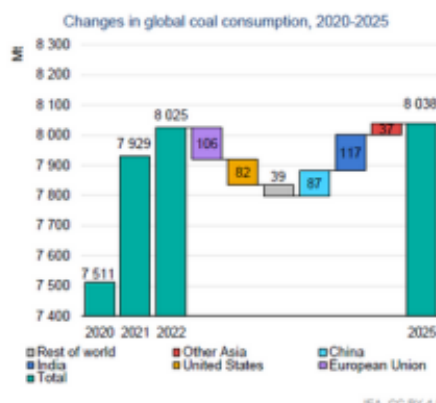
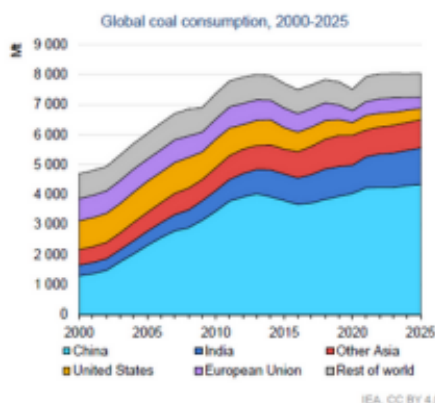
- Fluctuating energy prices influencing coal demand
- Environmental policies and regulations impacting coal usage
- Technological advancements in clean coal technologies

Future Outlook

- Short-term increase in coal demand expected to continue
- Long-term trends may shift depending on renewable energy adoption and climate policies

This global coal demand overview provides context for Alistair James Company Limited coal storage and logistics project, highlighting potential market opportunities and challenges in the sector.

Global coal consumption set to plateau through 2025



JUSTIFICATION OF THE PROJECT

Alistair Group has made a bold investment in establishing a coal storage facility at Mtwara Port to facilitate coal export. Alongside this facility, we will expand our warehousing business in Mtwara to include logistics and transportation services. This decision is driven by the Government of Tanzania's efforts to promote the coal industry and its crucial role in the country's economic and social development. Additionally, Alistair Group is confident that the global demand for coal will continue to rise year after year.

MARKETING STRATEGY

Alistair Group aims to target all companies exporting coal from Tanzania to various international destinations.

SWOT ANALYSIS

Strengths

- **Strong Leadership:** Guidance from experienced directors.
- **Agility:** A nimble team able to adapt quickly.
- **Experienced Management:** A focused and skilled management team.
- **Quality Products and Services:** Commitment to excellence.
- **Commercial and Ethical Standards:** Adherence to best practices in client dealings.

Opportunities

- **Stable Environment:** Tanzania's stable economic and political climate.
- **Tourism and Investment:** The country's growing appeal as a tourist destination and investment hub.
- **Government Policies:** Benefiting from market liberalization, attractive investment incentives, provision of land and infrastructure, and duty exemptions on capital goods.

Threats

- **Taxation System:** The complexity and duplicity of taxes.
- **Investment Incentives:** Unpredictability in the facilitation system.
- **Competitive Practices:** Issues such as negative publicity, manpower draining, and agent/client poaching.

PRICING STRATEGY

Alistair Group will determine its pricing structure based on the cubic meters occupied per ton. After three years of operation, the company will review its pricing to reflect the costs of various components and make necessary adjustments.

PART VI

INVESTMENT AND FINANCING

SUMMARY OF CAPITAL COSTS

Alistair Group's existing resources are sufficient to implement this expansion without the need for additional leveraged investment. The company already possesses a derivative title from TIC for the Mtepwezi Land in Mtwara, which is currently used for coal storage since October 2022. This proposal aims to expand operations by incorporating transportation and logistics services alongside the existing warehouse facilities.

FINANCIAL VIABILITY

Alistair Group has successfully managed the coal storage facility at Mtepwezi, Mtwara since October 2022. This operation has consistently demonstrated its profitability and ability to generate sufficient cash flow to meet both short-term and long-term financial obligations. Currently, the warehouse component of the project is operating at full capacity.

Expanding the warehouse operation to include logistics and transportation services would further enhance profitability for the following reasons:

- **Vertical integration:** By offering end-to-end services, we can capture more value along the supply chain.
- **Economies of scale:** Increased operational scope allows for better resource utilization and cost efficiencies.
- **Diversified revenue streams:** Multiple service offerings reduce reliance on a single income source.
- **Enhanced customer retention:** Providing comprehensive solutions makes our services more attractive and harder to replace.
- **Improved asset utilization:** Existing infrastructure and equipment can be leveraged for additional services.
- **Market expansion:** New services open opportunities to serve a broader client base and enter new markets.
- **Increased bargaining power:** A more comprehensive service offering strengthens our position in negotiations with suppliers and customers.

PROJECT PROFITABILITY

The projected profit and loss statements for the envisaged expansion indicate an initial net profit of \$1,030,915 . As demonstrated in the annexed schedule, these profits are expected to rise to \$1,953,016 by the end of 2029, This upward trend in profitability is highly encouraging.

LIQUIDITY PROJECTIONS

Detailed cash flow forecasts have been prepared, taking into account assumed sources and applications of funds over the planned period. These projections demonstrate the expansion project's ability to meet its financial obligations and capital expenditure requirements.

BALANCE SHEET PROJECT

Our balance sheet calculations, as shown in the annex, illustrate the strength of the expansion project's financial position. The projections demonstrate an attractive debt-to-equity ratio.

FINANCIAL REVIEW

Our comprehensive financial review of the project concludes that:

- The project together with the expansion is profitable
- The project's liquidity position is sound, enabling it to meet financial obligations without undue difficulties
- The operations are financially viable

THE NATIONAL ECONOMIC BENEFITS

The expansion to this project is expected to yield several economic benefits, including:

- Employment generation: 123 direct labor positions and over 200 casual labor jobs during construction
- Government revenue through property tax & Vehicle License Fees
- Indirect taxes from import duties on imported materials
- Increased accommodation capacity in the area

ALISTAIR JAMES CO. LIMITED

PROJECTED INCOME STATEMENTS FOR THE PERIOD OF FIVE YEARS

APPENDIX 1

Projected Income statement					
planning years >>	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
	USD	USD	USD	USD	USD
Total net sales	2,903,160	2,939,164	3,039,559	3,198,807	3,358,055
Storage (MT)	240,000	240,000	240,000	240,000	240,000
Front EndLoader Rental	131,400	132,000	144,000	156,000	168,000
Front EndLoader Fuel	68,760	69,600	72,000	84,000	96,000
Operator (Acc &Meals)	9,000	10,200	10,800	12,000	13,200
Mobilization andDemobilization(once off)	54,000	57,600	60,000	62,400	64,800
Transport and logistics	2,400,000	2,429,764	2,512,759	2,644,407	2,776,055
Total other operating revenues	600,000	1,345,000	1,892,000	2,299,757	2,480,000
Rental Income	600,000	1,345,000	1,892,000	2,299,757	2,480,000
Total revenues	3,503,160	4,284,164	4,931,559	5,498,564	5,838,055
Cost of goods sold COGS	2,392,223	2,834,927	3,219,295	3,576,522	3,815,457
local shipping costs	551,580	927,200	1,209,400	1,427,079	1,531,000
Grading/sorting /packaging	6,000	6,500	7,000	7,500	8,000
Energy	22,063	37,088	48,376	57,083	61,240
Utilities	11,032	18,544	24,188	28,542	30,620
salaries	297,348	322,193	354,456	397,963	443,762
grading/sorting workspace	3,000	3,500	4,000	4,100	4,200
Other costs	1,200	1,300	1,400	1,500	1,600
Logistics costs	1,500,000	1,518,602.43	1,570,474.60	1,652,754.59	1,735,034.58
Gross profit	1,110,937	1,449,236	1,712,265	1,922,043	2,022,599
General and administrative expenses G&A	80,022	64,060	65,814	67,728	69,583
Salaries	53,222	54,820	56,464	58,158	59,903
Workspace	1,210	1,320	1,320	1,430	1,430
Marketing & sales expenses	24,269	6,490	6,490	6,490	6,490
General office and utilities expenses	1,320	1,430	1,540	1,650	1,760
Operating profit / EBITDA	1,030,915	1,385,177	1,646,451	1,854,315	1,953,016
Depreciation	175,596	349,396	448,214	543,950	579,736
Interest expenses (loan from bank)	154,000	209,825	265,650	321,475	324,478
Interest income from investments (bank	-	528	1,056	1,584	2,112
Extraordinary charges (or incomes)	3,850	3,850	3,850	3,850	3,850
Fees and provisions	2,200	2,200	2,200	2,200	2,200
Other	1,650	1,650	1,650	1,650	1,650
Income tax	-	-	-	-	10,584
Net profit (or loss)	693,619	817,728	923,831	979,606	1,028,406

Projected Balance sheet (end of year)					
planning years >>	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
	USD	USD	USD	USD	USD
Long-term assets					
Fixed assets: property, plant and equipment	29,630,367	32,122,733	33,265,267	34,293,767	34,381,733
Long-term financial investments	-	-	-	-	-
Goodwill	-	-	-	-	-
Total long-term assets	29,630,367	32,122,733	33,265,267	34,293,767	34,381,733
Current assets					
Cash & cash equivalents (current account)	-273,710	-1,615,037	-1,523,275	-1,293,171	-1,025,734
Deposit account	6,000	12,000	18,000	24,000	30,000
Accounts receivable	124,067	125,605	129,896	136,701	143,507
Inventories	293,334	432,764	542,078	632,471	683,974
Total current assets	149,690	-1,044,667	-833,301	-499,998	-168,253
Total assets	2,780,057	4,078,066	5,431,965	6,793,768	7,213,480
Long-term liabilities					
Long-term loans	1,897,500	2,622,500	3,347,500	4,072,500	4,797,500
Total long-term liabilities	1,897,500	2,622,500	3,347,500	4,072,500	4,797,500
Current liabilities					
Accounts payable	242,000	357,030	447,214	521,788	564,279
Other provisions	-	-	-	-	-
Total current liabilities	242,000	357,030	447,214	521,788	564,279
Shareholders equity					
Share capital	1,000,000	1,500,000	2,000,000	2,500,000	2,779,000
Reserves	-	-	4,105	12,106	20,617
Retained earnings (or - accumulated losses)	693,619	817,728	923,831	979,606	1,028,406
Total shareholders' equity	3,833,119	5,297,258	6,718,545	8,073,894	9,169,185
Total liabilities & equity	25,797,248	26,825,475	26,546,722	26,219,873	25,212,548

Projcted Cash flow statement					
planning years >>	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
	USD	USD	USD	USD	USD
Cash flow from operating activities					
Operating profit (EBITDA)	1,030,915	1,646,451	1,953,016	1,922,043	5,838,055
Interest expenses	(154,000)	(209,825)	(265,650)	(321,475)	(324,478)
Interest income from investments (bank deposit)	-	528	1,058	1,584	2,112
Extraordinary charges (or incomes)	(3,850)	(3,850)	(3,850)	(3,850)	(3,850)
Income tax	-	-	-	-	(10,584)
Movements in working capital	-	-	-	-	-
Decrease (or - increase) in accounts receivable	(136,474)	(1,693)	(4,719)	(7,486)	(7,486)
Decrease (or - increase) in inventories	(322,687)	(153,374)	(120,244)	(99,432)	(56,853)
Increase (or - decrease) in accounts payable	242,000	115,030	90,184	74,575	42,490
Increase (or - decrease) in other provisions	-	-	-	-	-
Total cash flow from operating activities	655,924	1,393,267	1,649,792	1,565,958	5,479,606
Cash flow from investing activities					
Sale (or - purchase) of fixed assets	(3,069,000)	(3,091,000)	(1,705,000)	(1,675,300)	(676,500)
Sale (- purchase) of long-term financial investments	-	-	-	-	-
Decrease (or - increase) of goodwill	-	-	-	-	-
cash placed in the deposit account	(6,600)	(6,600)	(6,600)	(6,600)	(6,600)
Total cash flow from investing activities:	(3,075,600)	(3,097,600)	(1,711,600)	(1,681,900)	(683,100)
Free cash flow	(3,298,581)	(2,822,960)	(1,233,660)	(1,082,283)	(31,396)
Cash flow from financing activities					
Long term loans drawn	2,000,000	1,000,000	1,000,000	1,000,000	309,000
Repayments of loans made	(275,000)	(275,000)	(275,000)	(270,000)	(275,000)
Equity contribution (or - withdrawal)	1,000,000	500,000	500,000	500,000	279,000
Dividend paid	-	-	(12,902)	(17,602)	(18,723)
Total cash flow from financing activities	2,725,000	1,225,000	1,212,098	1,212,398	294,277
Total net increase (- decrease) in cash	(573,581)	(1,597,960)	(21,562)	130,114	262,881
Cash balance: beginning of the year	-	(573,581)	(2,171,541)	(2,193,103)	(2,062,988)
Cash balance: end of the year	(573,581)	(2,171,541)	(2,193,103)	(2,062,988)	(1,800,107)

COST INVESTMENT STRUCTURE

ITEM	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Land	77,000	55,000	55,000	49,500	27,500	264,000
Machineries	1,100,000	1,100,000	880,000	880,000	253,000	4,213,000
Vehicles	1,650,000	1,705,000	572,000	580,800	352,000	4,859,800
Equipment	55,000	55,000	55,000	33,000	22,000	220,000
Furniture and Fittings	44,000	33,000	11,000	11,000	11,000	110,000
Pre - operating expenses	143,000	143,000	132,000	121,000	11,000	550,000
TOTAL	3,069,000	3,091,000	1,705,000	1,675,300	676,500	9,288,000

Reconciliation of shareholders equity						
planning years >>	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
	USD	USD	USD	USD	USD	USD
Beginning shareholders equity	-	3,833,119.00	5,297,257.86	6,718,544.76	8,073,893.95	8,073,893.95
+ Net profit (or - loss)	693,619.00	817,727.56	923,830.96	979,605.65	1,028,405.55	1,028,405.55
+ Equity contribution (or - withdrawal)	1,000,000.00	500,000.00	500,000.00	500,000.00	279,000.00	279,000.00
- Dividends paid	-	-	(12,901.90)	(17,602.20)	(18,723.10)	(18,723.10)
Ending shareholders equity	3,833,119.00	5,297,257.86	6,718,544.76	8,073,893.95	9,169,184.05	9,169,184.05
Additional reserves	-	-	4,515.50	8,801.10	9,362.10	9,362.10
Dividends paid	-	-	12,901.90	17,602.20	18,723.10	18,723.10
Retained earnings (or accumulated losses)	693,619.00	(31,564.00)	42,809.00	56,007.00	56,007.00	56,007.00
Calculation of income tax						
planning years >>	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
	USD	USD	USD	USD	USD	USD
Net profit after extraordinary items	693,619.00	817,727.56	923,830.96	979,605.65	1,028,405.55	1,028,405.55
Income tax rate	0.30	0.30	0.30	0.30	0.30	0.30
Net loss carried forward	-	-	-	-	-	-
Taxable income	-	-	-	-	32,073.49	32,073.49
Income tax	-	-	-	-	9,622.05	9,622.05
Financing plan						
planning years >>	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
	USD	USD	USD	USD	USD	USD
Shareholders equity	1,000,000.00	500,000.00	500,000.00	500,000.00	279,000.00	279,000.00
Equity contribution (or withdrawal)	1,000,000.00	500,000.00	500,000.00	500,000.00	279,000.00	279,000.00
Share capital	1,000,000.00	1,500,000.00	2,000,000.00	2,500,000.00	2,790,000.00	2,790,000.00
Long-term loans from bank						
Loans drawn at the beginning of the year	2,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	309,000.00	309,000.00
Repayments made at the end of the year	275,000.00	275,000.00	275,000.00	270,000.00	275,000.00	275,000.00
Basis for interest calculation - end of year	2,000,000.00	2,725,000.00	3,450,000.00	4,175,000.00	3,715,000.00	3,715,000.00
Interest rate	-	-	-	-	-	-
Interest expenses	140,000.00	190,750.00	241,500.00	292,250.00	294,980.00	294,980.00
Loan balance: year end (goes to balance sheet)	1,725,000.00	2,450,000.00	3,175,000.00	3,905,000.00	3,905,000.00	3,905,000.00
Liquidity control						
Operating costs	964,970.00	1,374,561.00	1,708,651.00	1,985,337.00	2,143,679.00	2,143,679.00
Minimum cash in relation to operating costs	-	-	-	-	-	-
Minimum cash balance required (to be available at the end of the year)	192,994.00	274,912.00	341,730.00	397,067.00	428,736.00	428,736.00
Actual cash balance at the end of the year	(573,581.00)	(1,507,959.70)	(2,156,800.00)	(1,301,144.40)	(262,880.70)	(262,880.70)
Debt to equity relation control						
Debt to equity ratio - planned	2.00	2.00	2.00	2.00	2.00	2.00
Debt to equity ratio - acceptable by the bank	2.00	2.00	2.00	2.00	2.00	1.00
Deposit of excess liquidity to a bank account						
Amount deposited (at the end of the year)	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
Total amount deposited (per end of year) - basis for the interest calculation	-	6,000.00	12,000.00	18,000.00	24,000.00	24,000.00
Total amount deposited (per end of year) - basis for the balance sheet	6,000.00	12,000.00	18,000.00	24,000.00	30,000.00	30,000.00
Interest rate	0.08	0.08	0.08	0.08	0.08	0.08

Ratio summary sheet						
planning years >>	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Liquidity ratios						
Current ratio	0.68	(3.22)	(2.05)	(1.05)	(0.33)	(0.33)
Quick test ratio	(0.65)	(4.55)	(3.38)	(2.39)	(1.66)	(1.66)
Efficiency ratios						
Inventory turnover -days	120.00	120.00	120.00	120.00	120.00	120.00
Accounts receivable turnover -days	90.00	90.00	90.00	90.00	90.00	90.00
Accounts payable turnover -days	90.00	90.00	90.00	90.00	90.00	90.00
Fixed asset turnover	0.19	0.10	0.08	0.08	0.08	0.08
Total asset turnover	0.18	0.12	0.10	0.08	0.08	0.08
Profitability ratios						
Gross profit margin	0.42	1.06	1.46	1.68	1.69	1.69
Net profit margin	(0.33)	(0.06)	0.11	0.14	0.15	0.15
Operating profit margin	0.27	0.94	1.35	1.57	1.58	1.58
Return on assets	(0.06)	(0.01)	0.01	0.01	0.01	0.01
Return on equity	(0.20)	(0.02)	0.03	0.03	0.03	0.03
Dividend payout	-	-	0.20	0.20	0.20	0.20
Solvency ratios						
Debt to equity ratio	2.33	2.13	1.94	1.81	1.61	1.61
Total assets to equity ratio	3.33	3.13	2.94	2.81	2.61	2.61
Total assets to total liabilities ratio	1.43	1.47	1.52	1.55	1.62	1.62
Capitalisation ratio	0.67	0.65	0.63	0.62	0.59	0.59
Interest coverage ratio	0.98	2.52	2.94	2.97	3.11	3.11
Assumptions						
planning years >>	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Income tax rate	0.3	0.3	0.3	0.3	0.3	0.3
Average number of days for payment of receivables	90	90	90	90	90	90
Average number of days of inventory stock	120	120	120	120	120	120
Average number of days for payment of payables	90	90	90	90	90	90
Dividends in relation to net profit	0.2	0.2	0.2	0.2	0.2	0.2
Percentage of profit to be allocated to the reserves	0.05	0.05	0.07	0.1	0.1	0.1