

**MARYANGEL MOTORS AND AUTOPARTS LIMITED**

# **BUSINESS PLAN**

**TIC REGISTRATION OF ROAD HAULAGE PROJECT 2024-2029**



**MAY 2024**

## **A EXECUTIVE SUMMARY**

**MARYANGEL MOTORS AND AUTOPARTS LIMITED** is a Local company owned by Tanzanian and a foreigner. It was registered under the laws of the United Republic of Tanzania with effect from February 22<sup>nd</sup>, 2024. Its authorized share capital is **TShs. 100,000,000** divided into **1,000 ordinary shares** of **TShs. 100,000** each. The company is headquartered in Dar es Salaam.

The company plans to invest in a road transportation project. This is a 5 year project which will be located in Dar es Salaam region of Tanzania. The expected value of the investment is **USD 1,096,000**. Of the investment capital **USD 966,000** is fixed capital while **USD 130,000** is working capital. At full capacity (during year 5) the project is expected to be transporting a total of 21,000 metric tons per year.

The project is expected to add value to Tanzania's economy by directly employing a total of **69 locals** and **4 foreigners**, and generate approximately **600 indirect jobs**. In addition, it will contribute to community development via CSR, pay taxes to the government, and grant business to commercial banks and local SMEs.

Upon thorough analysis of the business idea the Promoters have decided to invest in the road haulage and this plan is meant to be submitted to Tanzania Investment Centre for registration of the project.

## B KEY SUMMARIES

S/N	ITEMS	DETAILS			
1	Company Name	MARYANGEL MOTORS AND AUTOPARTS LIMITED			
2	COI No.	172425984			
3	Company Reg. Date	22nd February, 2024			
4	Company Location	Magole A Street, Kivule Area, Ilala Municipality - Dar es Salaam			
5	TIN/VRN No.	<b>TIN</b>		<b>VRN</b>	
		172425984		N/A	
6	Company Shareholding	<b>Shareholder</b>	<b>Nationality</b>	<b>Shares Taken</b>	<b>% Share</b>
	a.	Mary Jimmy Malle	Tanzania	500	50%
	b.	Adetokunbo Samuel Shonde	NIGERIAN	500	50%
	<b>TOTAL</b>			<b>1000</b>	<b>100%</b>
7	Project Location	Magole A Street, Kivule Area, Ilala Municipality - Dar es Salaam			
8	Project Business	Road transportation/ haulage of goods using normal and cold storage trucks			
9	JOBS	<b>LOCAL</b>		<b>FOREIGN</b>	
		<b>(M)</b>	<b>(F)</b>	<b>(M)</b>	<b>(F)</b>
		<b>49</b>	<b>20</b>	<b>3</b>	<b>1</b>
	<b>TOTAL JOBS (L &amp; FOREIGN)</b>				<b>73</b>
10	Project Capacity (PCs)				<b>21,000</b>
11	<b>Project Funding</b>				
	<i>Local Equity</i>				438,400
	<i>Local Loan</i>				219,200
	<i>Foreign Equity</i>				438,400
	<i>Foreign Loan</i>				-
	<b>Total Funding</b>				<b>1,096,000</b>
12	<b>Financing of Items</b>				
	<i>Fixed Capital</i>				966,000
	<i>Working Capital</i>				130,000
	<b>Total Financing</b>				<b>1,096,000</b>

**C TABLE OF CONTENTS**

A EXECUTIVE SUMMARY..... 1

B KEY SUMMARIES ..... 2

C TABLE OF CONTENTS..... 3

1.0 COMPANY DESCRIPTION ..... 5

    1.1 *Company Background*..... 5

    1.2 *Vision*..... 5

    1.3 *Mission* ..... 5

    1.4 *Shareholding* ..... 5

2.0 MARKET ANALYSIS..... 6

    2.1 *Market Trends*..... 6

    2.2 *The Industry*..... 6

    2.3 *SWOC Analysis*..... 7

    2.4 *PESTEL Analysis*..... 8

    2.5 *Target Market*..... 9

3.0 THE SERVICE ..... 10

    3.1 *Pricing*..... 10

    3.3 *Targeted Outposts*..... 10

4.0 MARKETING AND SALES STRATEGY ..... 10

    4.1 *Entry Strategy*..... 11

    4.2 *Retention Strategy*..... 12

    4.3 *Expansionary Strategy*..... 12

5.0 ORGANIZATION AND MANAGEMENT ..... 13

    5.1 *Organizational Structure*..... 13

    5.2 *Project Manning*..... 13

6.0 OPERATIONS PLAN ..... 14

    6.1 *Project Location* ..... 14

    6.2 *Key Suppliers*..... 14

    6.3 *Key Business Connections*..... 14

6.4 Project Assets.....	15
6.5 Project Roll-Out Plan.....	15
7.0 FINANCIAL PROJECTIONS .....	16
7.1 Production and Sales.....	16
7.2 Profit and Loss .....	16
7.3 Cash Flow .....	17
7.4 Projected Ratios.....	18
8.0 PROJECT FINANCIALS .....	19
8.1 Funding Sources.....	19
8.2 Financing of Items.....	20
8.3 Investment Plan.....	21
9.0 PROJECT JUSTIFICATION .....	22
9.1 Fiscal Rationale.....	22
9.2 Socio-Economic Rationale .....	22
9.3 Financial Rationale.....	23
9.4 Environmental Rationale.....	23
10.0 CONCLUSION .....	23
D APPENDICES .....	24

**1.0 COMPANY DESCRIPTION**

**1.1 Company Background**

**MARYANGEL MOTORS AND AUTOPARTS LIMITED** is a company registered under the laws of the United Republic of Tanzania. It was issued with Certificate of Incorporation (COI) No. 172425984 of February 22<sup>nd</sup>, 2024. For tax purposes the company has been issued with TIN No. 172-425-984. The offices of the company are located in Magole A Street – Kivule Area within the Municipality of Ilala in the City of Dar es Salaam.

**1.2 Vision**

To become Tanzania’s Giant in Road Haulage

**1.3 Mission**

To provide the best and reliable road transport services in Tanzania and beyond the borders of Tanzania.

**1.4 Shareholding**

**MARYANGEL MOTORS AND AUTOPARTS LIMITED** is a JV Company. It has both foreign and local shareholders. Its authorized share capital is Shillings One Hundred Million (**100,000,000/=**), divided into One Thousand (**1,000**) Ordinary Shares of Tanzania Shillings One Hundred Thousand (100,000/=) each. The authorized share capital is equivalent to about **USD 38,478.57**. All the authorized **1,000 shares** have been taken as shown in **Table 1** below.

**Table 1: Shareholding Structure**

S/N	Names	Nationality	Shares Taken	% Stake
1	MARY JIMMY MALLE	Tanzania	500	50%
2	ADETOKUNBO SAMUEL SHONDE	Nigerian	500	50%
	<b>TOTALS</b>		<b>1000</b>	<b>100%</b>

## **2.0 MARKET ANALYSIS**

This section highlights on the market aspects of our logistical services of road haulage. It views the market trends, and the industry. It also analyses the company itself and the environment where **Maryangel Motors and Auto parts Limited** will be operating.

### ***2.1 Market Trends***

Maryangel Motors and Auto parts Limited expects to operate within the Tanzanian market, and the markets of the neighboring landlocked countries. These are the countries that use Dar es Salaam port for importation of their needs and exportation of their produce. Within Tanzania, the company will serve by handling both perishable and durable products between regions.

Dar es Salaam port being the Tanzania principal port has a rated capacity of 14.1 million MT dry cargo and 6.0 million MT bulk liquid cargo. This port serves both Tanzania mainland and the neighboring landlocked countries. The landlocked countries include Burundi, DRC, Malawi, Uganda and Zambia. Cargo handling has been increasing at the Dar es Salaam port, providing opportunity for the transportation sub-sector.

### ***2.2 The Industry***

This section reviews the market status for the cargo haulage sector in Tanzania. It covers the status-quo of the market, SWOC analysis, PESTEL analysis, market worthiness and market strategy for the planned product.

Road transportation is older than our modern nation. The Tanzania Road Haulage Company was established back in 1980 some forty plus years back and almost 20 years after our independence. The country, having the seaports handling cargo to and fro the Middle and the Far East for Tanzania itself and for her neighboring countries that are land locked. This provides a promising avenue for road transportation.

Maryangel Motors and Auto-parts Limited looks forward to handle both local consignments and transit cargo to and fro the landlocked countries of Uganda, Rwanda, Burundi, DRC, Malawi and Zambia.

As stated earlier, road haulage in Tanzania is far older than the name Tanzania itself. It started before the colonial through the early colonial period where porters were used in transporting commodities from one place to another. Later on, following technological advancements locomotives and vehicles were brought into play, replacing porters in transportation of goods across geographical areas.

As of today, transportation has evolved into using of modern lorries, aeroplanes, trains and marine vessels of various capacities. Tanzania, being the western gate of the Indian Ocean, provides access for and to the landlocked neighboring countries. This provides opportunity in the road transportation sub-sector.

### **2.3 SWOC Analysis**

This sub-section covers the analysis of the overall transportation business in the country. The analysis focuses on project's internal *strengths* and *weaknesses* as well as environmental *opportunities*, *challenges* and *threats* as detailed in **Table 2** below. It covers the analysis of the overall transportation business in the country, and tries to position the project in the broad spectrum within the Tanzanian, regional and global economy.

**Table 2: SWOCT Analysis**

<b>INTERNAL STRENGTHS</b>	<b>INTERNAL WEAKNESSES</b>
<ul style="list-style-type: none"> <li>➤ The project is assured of liquidity as shareholders have capital and have secured loan</li> <li>➤ The company is experienced in the Tanzanian market and has seasoned staff</li> </ul>	<ul style="list-style-type: none"> <li>➤ The project is not diversified enough in the road transportation business as it focuses only on dry goods.</li> </ul>
<b>ENVIRONMENTAL OPPORTUNITIES</b>	<b>ENVIRONMENTAL CHALLENGES</b>
<ul style="list-style-type: none"> <li>➤ Integration of African nations reduces trade and transport hurdles and provides a wider market</li> </ul>	<ul style="list-style-type: none"> <li>➤ Players in the transportation sector do increase in numbers and pose stiffer competition.</li> </ul>

<ul style="list-style-type: none"> <li>➤ Tanzania provides incentives for transportation projects</li> <li>➤ Good business environment in Tanzania</li> <li>➤ With the SGR, there are opportunities to transport consignments to locations off the lines</li> <li>➤ With the seaports of Dar es Salaam, Mtwara and Tanga there is an opportunity to win transportation deals to the neighboring landlocked countries.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Business procedures are somehow complicated in Tanzania.</li> </ul>
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From the SWOC analysis conducted of the company and of the operating environment the promoters are confident that the project will be a success by leveraging on appropriate market strategies.

#### **2.4 PESTEL Analysis**

This sub-section analyzes the business environment of Tanzania in the *political, economic, socio-economic, technological, environmental and legal* aspects. The scanning elucidates on the viability of the project in the country. Through our analysis we have been convinced that Tanzania is the place to invest in road transportation as detailed under **Table 3**.

**Table 3: PESTEL Analysis**

<b>ASPECT OF ANALYSIS</b>	<b>ANALYTICAL DESCRIPTION</b>
Political	Tanzania is politically stable and predictable, conditions that are favorable for road haulage of dry products project.
Economic	Tanzania is growing and so does her trade with the neighboring landlocked countries. Tanzania's location as the eastern Seagate to these nations promises a success for road haulage project.
Social	Tanzania is socially stable, with people of varied background globally.

Technological	The country has developed in terms of energy, ICT and overall production and marketing technology. Communication is available for the larger part of the country
Environmental	The project is user friendly as it does not degrade the environment. As such it is sustainable.
Legal	Tanzania is much more predictable when it comes to state-enterprise disputes. The country accepts suitable settlement of investment disputes. The new investment act is a good sign of this.

**2.5 Target Market**

Maryangel Motors and Auto-parts Limited focuses, initially, on the Tanzanian market. In the due course it will advance frontiers into the neighboring countries’ markets. The move to other countries will be done basing on careful analysis of the market conditions, and SWOC.

### **3.0 THE SERVICE**

This is a project for road transportation of goods. It involves transportation using normal lorries, and transportation using cold storage trucks. Its coverage goes throughout Tanzania and beyond into the neighboring countries. With the growing cargo flow into, within and through Tanzania our service will be gradually extended to exploit the opportunities available and create some more opportunities.

#### ***3.1 Pricing***

The services will be priced, traditionally, basing on tonnage, distance and other crucial factors like accessibility. Also, pricing will be based on nature of the product as highly perishable goods using cold storage trucks can no way be priced as normal cargo.

Considering the fact of price sensitivity among consumers Maryangel Motors and Auto-parts Limited will work to develop competitive prices as part of the strategy to enhance service sales, revenue, and profitability.

#### ***3.3 Targeted Outposts***

Maryangel Motors and Auto-parts Limited will locate its business in Kivule within the City of Dar es Salaam. From these offices management of the project will be exercised and routes will extend to all regions of Mainland Tanzania. We expect to have our agents in the metropolitans of these other regions to ensure that we secure cargo for our trucks when they move to and fro the Dar es Salaam offices.

### **4.0 MARKETING AND SALES STRATEGY**

Marketing strategies are essential plans of action that businesses use to promote their products, reach their target audience, and achieve their business objectives. This section focuses on entry, retention and expansionary strategies for the transportation project of ours in Tanzania.

The company, although new in the Tanzanian and regional EAC market, looks forward to use business specialists and seasoned transportation experts in securing a niche in the markets.

As part of our marketing strategy, we will engage strategies that will enhance our entry, persistence (stay) and expansion.

#### **4.1 Entry Strategy**

This strategy to penetrate the market is a plan outlining how we will enter the new market. It involves identifying opportunities, assessing risks, conducting market research, and developing a strategy to successfully establish a presence and compete in the target market. Here are our adopted market entry strategies:

- i) **Strategic Alignment:** with the imminent inauguration of operations of the SGR railway in Tanzania, the company looks forward to plan and organize routes from off the railway line to destinations away from this infrastructure. It will also consider routes from the main seaport of Dar es Salaam.
- ii) **Greenfield Investment:** the shareholders all being both foreigner and local have resorted to building a new facility from the ground up in the Tanzanian – the initial market. This is the facility for parking of trucks, service bay, garage and offices. The project offers full control and the promoters have organized significant investment financing and have dedicated time to establish it.
- iii) **Expansion:** in the long run the company will be transporting consignments to and from neighboring countries that use the Dar es Salaam port and trade with Tanzania. Penetration into these other markets will be guided by analyses in order to get the best out of the business.
- iv) **Strategic Alliances:** the company will form alliances with local companies, suppliers, distributors, and industry associations to access new markets, share resources, and collaborate on marketing, distribution, and R&D.
- v) **E-commerce and Online Marketplaces:** The company will use online platforms i.e. e-commerce platforms, marketplaces, and digital channels to penetrate both local and foreign markets.

## ***4.2 Retention Strategy***

Our market retention strategy focuses on retaining existing customers, building loyalty, and maximizing customer lifetime value. It involves tactics and initiatives to keep customers engaged, satisfied, and coming back for repeated purchases. Some key components of our market retention strategy include Customer Relationship Management (CRM), Customer Segmentation (basing on engagement frequency, order value, loyalty status, preferences, and behavior), Loyalty Programs (including creation and implementation of loyalty programs rewarding customers for repeated purchases (engagements), referrals, engagement, and loyalty), Personalization, Customer Service Excellence, Feedback and Surveys, Retargeting and Remarketing, Customer Education and Engagement, Customer Satisfaction Metrics, and Customer Experience Enhancement.

Through these strategies the company will build long-term relationships with existing customers, increase customer loyalty, induce repeated service purchases (engagements), minimize customer churn and maximize customer lifetime value. As a result our business will grow sustainably and profitability will be assured.

## ***4.3 Expansionary Strategy***

The market expansion strategy for this project seeks to enhance business growth by tapping into new markets starting from the neighborhood of Tanzania in order to increase revenue and reach a broader audience. The strategy embraces market research, identification of target markets, development of a marketing plan, service adaptation, distribution channels, pricing strategy, market entry approach, building partnerships, regulatory compliance, and M&E

## 5.0 ORGANIZATION AND MANAGEMENT

### 5.1 Organizational Structure

Maryangel Motors and Auto-parts Limited's team is tiered into directors, management team, supervisors, support staff and operators as well as drivers as detailed under **appendix 3**.

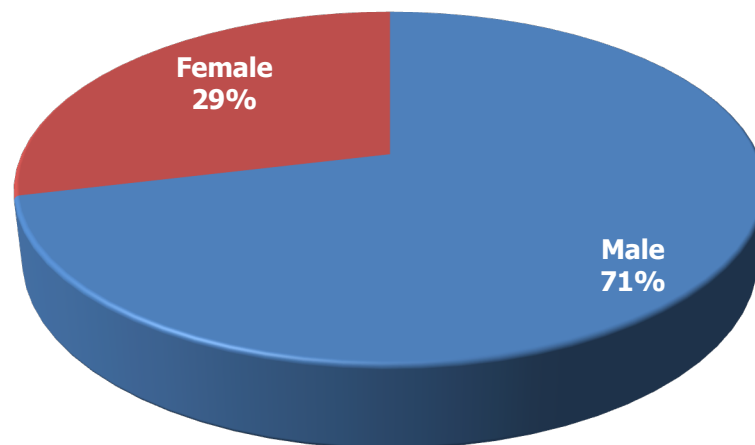
### 5.2 Project Manning

This project expects to directly employ a total of 73 people 69 of whom are locals as shown in **table 4** below. The gender and nationality distributions of jobs are shown in the **figures 1 (a)** and **(b)** as well.

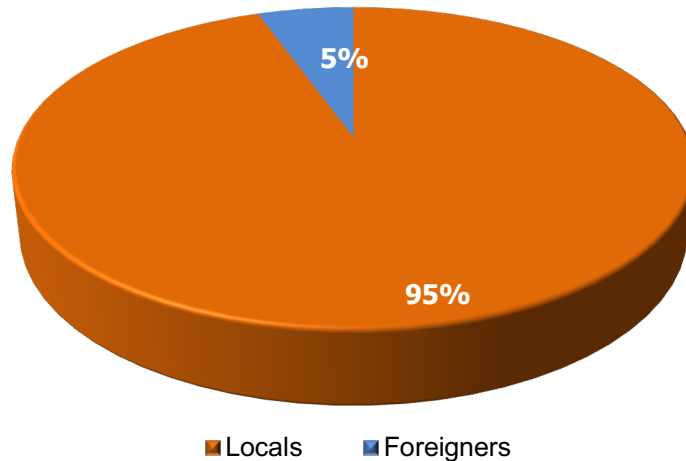
**Table: 4: Planned Direct Jobs**

GENDER	LOCALS	FOREIGNERS	TOTALS
M	49	3	52
F	20	1	21
<b>TOTALS</b>	<b>69</b>	<b>4</b>	<b>73</b>

**Figure 1 (a) Gender Distribution of Jobs**



**Figure 1 (b) Jobs by Nationality**



## **6.0 OPERATIONS PLAN**

### ***6.1 Project Location***

This project is located within the Dar es Salaam region of Tanzania. The operational area of the project is in Magole A street, Kivule Area in Ilala District. This location provides easy access to the mainland Tanzania, and to the regional and global markets via the seaport and airport of Dar es Salaam as well as the roads and SGR.

### ***6.2 Key Suppliers***

Maryangel Motors and Autoparts Limited expects to source its supplies from Tanzania, except for those which can in no way be sourced from within the economy. Supplies of service bay/mechanics shop machineries are expected to be sourced from outside the country, from China or India. Fuel, coolants, lubricants and other truck supplies will be sourced locally. The local supplies will be sourced via local SMEs.

### ***6.3 Key Business Connections***

Locally the company expects to use local dealers in getting consignment deals to deliver products to customers. The consumers can be private or public ministries and departments.

**6.4 Project Assets**

The company expects to invest a total of **USD 1,096,000** in this project. Injection of the capital will be in the form of various items as summarized in **table 5** below. A detailed list of items will be shared via the proposed list for exemptions.

**Table 5: Assets**

<b>INVESTMENT BREAKDOWN</b>	
<b>ITEM</b>	<b>AMOUNT IN USD</b>
Land & Buildings	110,000
Plant	50,000
Vehicles	774,000
Furniture & Fittings	12,000
Pre Expenses	12,000
Others	8,000
Working Capital	130,000
<b>TOTAL</b>	<b>1,096,000</b>

**6.5 Project Roll-Out Plan**

This is a 5 years plan by design but can need more time in order to attain the desired goals. The roll-out plan is shown in **Figure2**

**Figure 2: Implementation Plan**

S/No.	ACTIVITY	TIMING												##	##	##	##
		2024															
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC				
1	Planning and registrations																
2	Land Acquisition																
3	Plant Installment (Service Bay)																
4	Staff and Consultants engagements																
5	Loan securing																
6	Planning for expansions																
7	Marketing Campaign																
8	Company Performance Assessment																
9	Ordinary Trucks Acquisition																
10	Cold Facility Trucks Acquisition																

## 7.0 FINANCIAL PROJECTIONS

This section covers projections in terms of production and sales, profit and loss, and cash flow projections for the first five years of implementation of the project.

### 7.1 Production and Sales

This sub-section focuses on production and sales projections. Production is expected to grow gradually over the first five years of operation. Maximum level of production is expected to be attained during the fifth year and it will hit a 21,000 metric tons level as shown in **table 6** below.

**Table 6: Production/ Tonnage Projections**

DETAILS	YEARS				
	Y1	Y2	Y3	Y4	Y5
Fleet Size (Number of Trucks)	15	35	40	45	50
Capacity (Tonnage per Truck per annum)	420	420	420	420	420
<b>TOTAL TONNAGE P.A.</b>	<b>6,300</b>	<b>14,700</b>	<b>16,800</b>	<b>18,900</b>	<b>21,000</b>

Revenue from the transported tonnage shows steady growth over the year, peaking at Year 5 as shown in **table 7** below.

**Table 7: Sales/ Revenue Projections**

Details	Years				
	Y1	Y2	Y3	Y4	Y5
Tonnage per Annum	6,300	14,700	16,800	18,900	21,000
Price per MT	350.00	355.00	360.00	365.00	370.00
<b>Projected Revenue</b>	<b>2,205,000</b>	<b>5,218,500</b>	<b>6,048,000</b>	<b>6,898,500</b>	<b>7,770,000</b>

### 7.2 Profit and Loss

This is a viable project ceteris paribus. Retained earnings are assured from the starting of the project, implying that the project will breakeven during the first year of operation as shown in **Table 8**.

**Table 8: Projected Profit & Loss**

DETAILS	YEARS				
	Y1	Y2	Y3	Y4	Y5
Total Sales Revenue	2,205,000.00	5,218,500.00	6,048,000.00	6,898,500.00	7,770,000.00
Less: Cost of Sales	484,600.00	503,984.00	524,143.36	545,109.09	566,913.46
<i>Gross Profit</i>	<i>1,720,400.00</i>	<i>4,714,516.00</i>	<i>5,523,856.64</i>	<i>6,353,390.91</i>	<i>7,203,086.54</i>
Less: Operating Expenses	397,325.00	177,480.50	191,773.60	205,916.53	451,976.99
<i>EBIT</i>	<i>1,323,075.00</i>	<i>4,537,035.50</i>	<i>5,332,083.04</i>	<i>6,147,474.37</i>	<i>6,751,109.55</i>
Less: Loan Interest	5,699.20	5,699.20	5,699.20	5,699.20	5,699.20
EBT	1,317,375.80	4,531,336.30	5,326,383.84	6,141,775.17	6,745,410.35
Less :Taxes (30%)	395,212.74	1,359,400.89	1,597,915.15	1,842,532.55	2,023,623.11
<b>Net Profit/(Loss)</b>	<b>922,163.06</b>	<b>3,171,935.41</b>	<b>3,728,468.69</b>	<b>4,299,242.62</b>	<b>4,721,787.25</b>
Dividend (10%)	92,216.31	317,193.54	372,846.87	429,924.26	472,178.72
<b>Retained Earnings</b>	<b>829,946.75</b>	<b>2,854,741.87</b>	<b>3,355,621.82</b>	<b>3,869,318.36</b>	<b>4,249,608.52</b>

**7.3 Cash Flow****Table 9: Projected Cash Flow**

DETAILS	YEARS				
	Y1	Y2	Y3	Y4	Y5
Net Income	922,163.06	3,171,935.41	3,728,468.69	4,299,242.62	4,721,787.25
Add: Depreciation and Amortization					
(Increase)/ Decrease in Operating Working Capital					
<b>Cash Flow from Operating Activities</b>	<b>922,163.06</b>	<b>3,171,935.41</b>	<b>3,728,468.69</b>	<b>4,299,242.62</b>	<b>4,721,787.25</b>
(Capital Expenditure)	-860,000.00	-5,620,000.00	-7,675,000.00	-10,230,000.00	-6,315,000.00
<b>Cash Flow from Investing Activities</b>	<b>-860,000.00</b>	<b>-5,620,000.00</b>	<b>-7,675,000.00</b>	<b>-10,230,000.00</b>	<b>-6,315,000.00</b>
Increase (decrease) in long-term debt					
(Dividend)	-92,216.31	-317,193.54	-372,846.87	-429,924.26	-472,178.72

Issuance of Equity					
<b>Cash Flow from Financing Activities</b>	-	-	-	-	-
	92,216.31	317,193.54	372,846.87	429,924.26	472,178.72
Beginning Cash					
	130,000.00	160,053.25	2,925,311.38	7,244,689.56	13,605,371.20
Net Cash Flow	-	-	-	-	-
	30,053.25	2,765,258.13	4,319,378.18	6,360,681.64	2,065,391.48
Ending Cash					
	160,053.25	2,925,311.38	7,244,689.56	13,605,371.20	15,670,762.68

#### 7.4 Projected Ratios

The projections show that the project will be a success as the margin, profitability and solvency ratios show a positive trend for the first five years of operation of the project. **Table 10** gives the details

**Table 10: Projected Ratios**

<b>Margin Ratios</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>
Gross Profit Margin	78.02%	90.34%	91.33%	92.10%	92.70%
Operating Profit Margin	76.91%	96.24%	96.53%	96.76%	93.73%
Net Profit Margin	60.00%	86.94%	88.16%	89.11%	86.89%

<b>Profitability Ratios</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>
Gross Profit Margin: (Gross Profit/Total Revenue)	78.02%	90.34%	91.33%	92.10%	92.70%
Net Profit Margin: (Net Income/Total Revenue)	41.82%	60.78%	61.65%	62.32%	60.77%
Return on Assets (ROA): (Net Income/Total Assets)	107.23%	48.95%	26.34%	17.63%	15.38%
Return on Equity (ROE): (Net Income/Shareholders' Equity)	105.17%	361.76%	425.24%	490.33%	538.53%

<b>Solvency Ratios</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>
Debt-to-Equity Ratio: Total Debt/Shareholders' Equity	5.65%	5.65%	5.65%	5.65%	5.65%
Interest Coverage Ratio: Earnings Before Interest and Taxes (EBIT)/Interest Expense	23115.10%	79508.29%	93458.45%	107765.57%	118357.14%

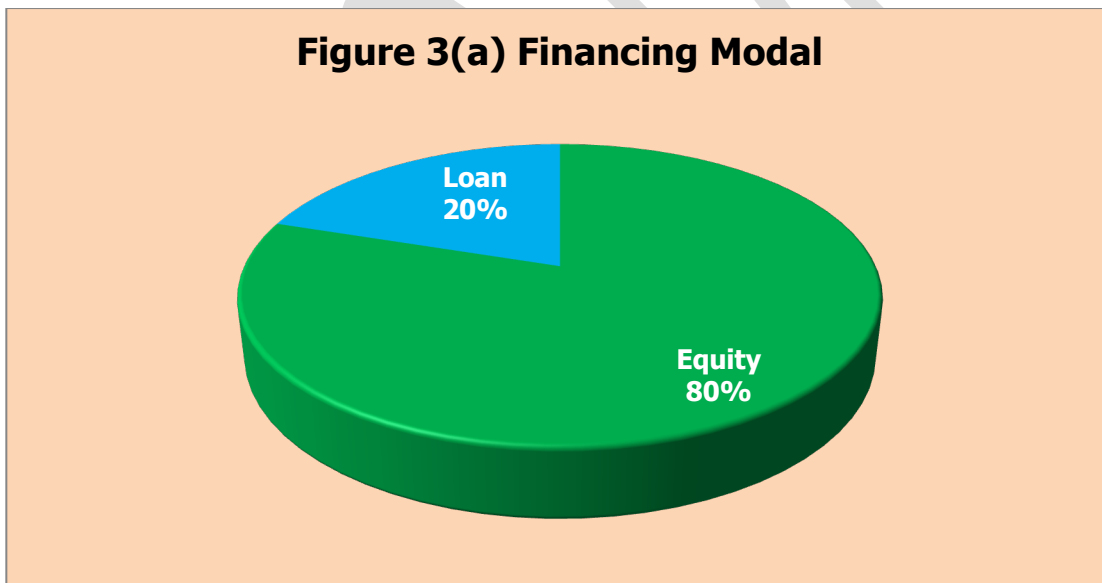
## 8.0 PROJECT FINANCIALS

### 8.1 Funding Sources

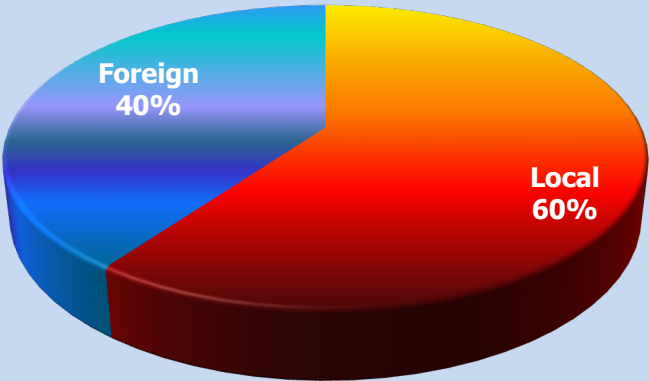
This is a **USD 1,096,000** project. Its sources of funding include both loan and equity. The loan is local while the equity is both local and foreign. The details are given in **table 11** below and other aspects are depicted in subsequent **figures 3 (a) – (c)**.

**Table 11: Project Funding**

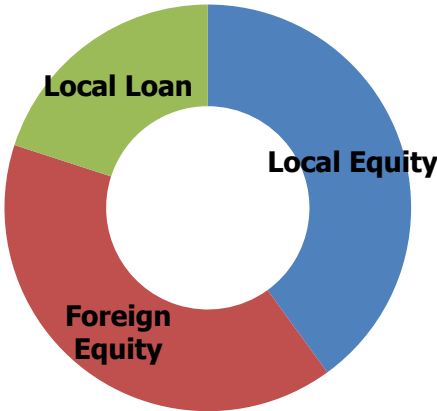
CATEGORIES	AMOUNT (USD)	%
<b>EQUITY</b>		
<i>Local Equity</i>	438,400	0.40
<i>Foreign Equity</i>	438,400	0.40
<b>Total Equity</b>	<b>876,800</b>	<b>0.80</b>
<b>LOAN</b>		
<i>Local Loan</i>	219,200	0.20
<i>Foreign Loan</i>	-	-
<b>Total Loan</b>	<b>219,200</b>	<b>0.20</b>
<b>TOTAL FINANCING</b>	<b>1,096,000</b>	



**Figure 3(b) Financing by Nationality**



**Figure 3 (c): Financing by Categories**

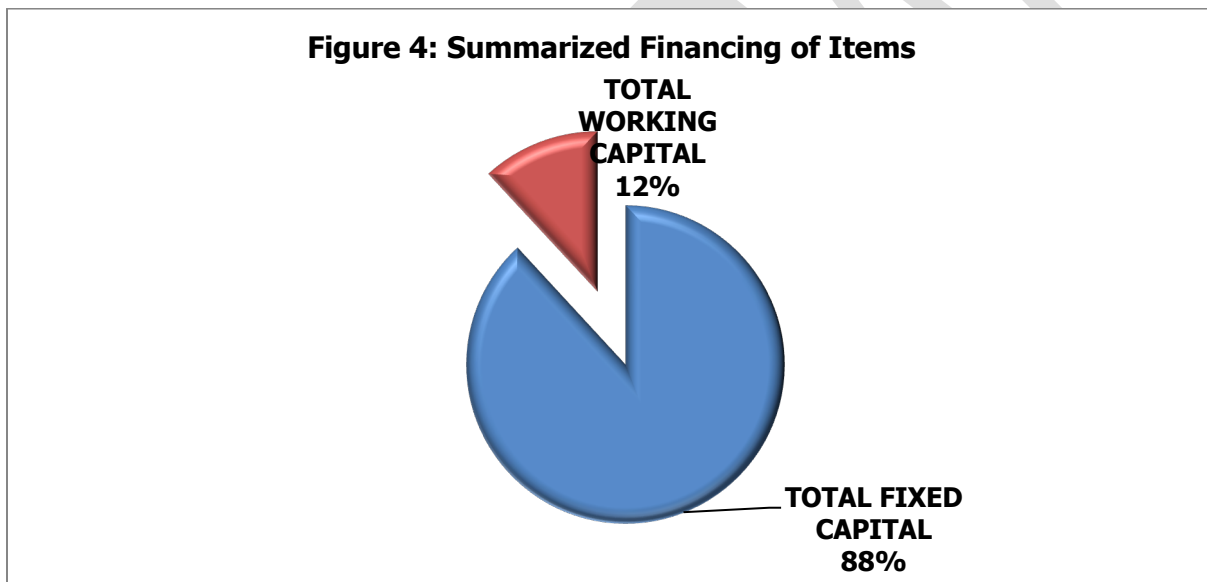


**8.2 Financing of Items**

The **USD 1,096,000** planned investment will finance the project in terms of fixed assets to the tune of **USD 966,000** and Working capital of **USD 130,000** as shown under **table 12** and **Figure 4** below.

**Table 12: Items Financing**

INVESTMENT BREAKDOWN	
ITEM	AMOUNT IN USD
Land & Buildings	110,000
Plant	50,000
Vehicles	774,000
Furniture & Fittings	12,000
Pre Expenses	12,000
Others	8,000
Working Capital	130,000
<b>TOTALS</b>	<b>1,096,000</b>
<b>TOTAL FIXED CAPITAL</b>	<b>966,000</b>
<b>TOTAL WORKING CAPITAL</b>	<b>130,000</b>



### **8.3 Investment Plan**

The planned investment capital will be injected into the project over the years as implementation goes on. By the end of the 5<sup>th</sup> year all the capital will be injected and the project is expected to be operating at its full capacity. **Table 13** below gives the details

**Table 13: Capital Injection Plan**

INVESTMENT BREAKDOWN ITEM	INVESTMENT PLAN					TOTAL INVESTMENT
	Y1	Y2	Y3	Y4	Y5	
Land & Buildings	60,000	50,000				110,000
Plant	50,000					50,000
Vehicles	250,000	200,000	200,000	100,000	24,000	774,000
Furniture & Fittings	12,000					12,000
Pre Expenses	12,000					12,000
Others	8,000					8,000
Working Capital	130,000					130,000
<b>TOTALS</b>	<b>522,000</b>	<b>250,000</b>	<b>200,000</b>	<b>100,000</b>	<b>24,000</b>	<b>1,096,000</b>

## 9.0 PROJECT JUSTIFICATION

This section covers the justification for the project. It covers the fiscal, socio-economic, and financial rationale. This coverage provides apologetics for green-lighting of the project for both fiscal and non-fiscal incentives from the government side.

### 9.1 Fiscal Rationale

Fiscally this project will contribute to taxes to the government. This contribution is in the form of income tax and value added tax. As such the project will fill the government's coffer with money to the tune of **USD 12,846,684.44** as shown under *appendix 1*. This amount includes Income Tax (**USD 7,218,684.44**) and VAT (**USD 5,628,000.00**). These amounts correspond to the business of the company but will create a multiplier along value chains.

### 9.2 Socio-Economic Rationale

Socio-economically this project has many benefits to the economy of Tanzania. It will directly employ a total of 73 peoples, where only 4 are foreigners. As of indirect employments, the project expects to generate 600 indirect jobs. Payment to the employees will create a trickle-down positive effect in the economy giving an impetus for growth and development among households.

Through its CSR policy the company expects to spend a total of about **USD 481,245.63** on the surrounding community over the first 5 years of operation. *Appendix 1* gives the details.

Following growth in the horticultural sector this project will greatly support ferrying of products from distant lands to the ports (seaport and airports with international connections).

### ***9.3 Financial Rationale***

Monetarily this project will create flows that will nourish Tanzania's economy. The money spent on supplier SMEs, on wages and on other supplier firms will create taxes, revenues and other benefits along the various value chains supported by road haulage services. To the supplier firms, other things remaining equal, cash amounting to **USD 3,937,018.53** will flow to supplier SMEs and other entities like banks in the form of settlement for purchases.

Moreover, since the project will take a local loan from a local commercial bank, the economy of Tanzania will enjoy further stimulus although in miniature. The lending bank will reap interest as the project will enjoy funding for the business.

### ***9.4 Environmental Rationale***

This project expects to adhere to all environmental requirements to ensure safety of the environment. In the long run the company looks forward to using natural gas as fuel. This fuel is friendlier to the environment than fossil oil fuels.

## **10.0 CONCLUSION**

This is a road haulage project. It expects to use normal trucks as well as cold facility trucks. The project will create a total of 73 direct jobs, 69 jobs being for locals, and 1,000 indirect jobs to locals. This implies job creation to Tanzanians as 69 of all direct employees and 100% of all the indirect employees are Tanzanian.

Considering the rationale for this project, having analyzed the market and developed strategies for our market and the impending success in this project the promoters present the plan and the idea for consideration in the form of registration with the TIC and enjoyment of the incentives that will provide a soft landing for this project to the greater good of the economy.

## D APPENDICES

### 1. Project Rationale

DETAILS	YEARS					TOTAL
	Y1	Y2	Y3	Y4	Y5	
Interest to the local banking sector	5,699.20	5,699.20	5,699.20	5,699.20	5,699.20	<b>28,496.00</b>
Payment to supplier SMEs	870,900.00	655,372.00	685,676.96	716,533.13	980,040.45	<b>3,908,522.53</b>
Income Tax	395,212.74	1,359,400.89	1,597,915.15	1,842,532.55	2,023,623.11	<b>7,218,684.44</b>
VAT	441,000.00	1,043,700.00	1,209,600.00	1,379,700.00	1,554,000.00	<b>5,628,000.00</b>
CSR	26,347.52	90,626.73	106,527.68	122,835.50	134,908.21	<b>481,245.63</b>
<b>SUMMARIES</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>TOTAL</b>
To the Private Sector	876,599.20	661,071.20	691,376.16	722,232.33	985,739.65	<b>3,937,018.53</b>
To the Government	836,212.74	2,403,100.89	2,807,515.15	3,222,232.55	3,577,623.11	<b>12,846,684.44</b>
To the Hosting Community	26,347.52	90,626.73	106,527.68	122,835.50	134,908.21	<b>481,245.63</b>

### 2. Loan Details

LOAN DETAILS								
DETAILS	LOAN SECURED	INTEREST RATE	ANNUAL PRINCIPAL PAYBACK					TOTAL
			Y1	Y2	Y3	Y4	Y5	
Local Loan	219,200.00	0.13	43,840.00	43,840.00	43,840.00	43,840.00	43,840.00	219,200.00
Foreign Loan	-	0.14	-	-	-	-	-	-
<b>TOTAL PRINCIPAL REPAYMENT</b>			<b>43,840.00</b>	<b>43,840.00</b>	<b>43,840.00</b>	<b>43,840.00</b>	<b>43,840.00</b>	<b>219,200.00</b>
INTEREST DETAILS								
DETAILS	LOAN SECURED	INTEREST RATE	ANNUAL INTEREST PAYBACK					TOTAL
			Y1	Y2	Y3	Y4	Y5	
Local Loan	219,200.00	0.13	5,699.20	5,699.20	5,699.20	5,699.20	5,699.20	28,496.00
Foreign Loan	-	0.14	-	-	-	-	-	-
<b>TOTAL INTEREST REPAYMENT</b>			<b>5,699.20</b>	<b>5,699.20</b>	<b>5,699.20</b>	<b>5,699.20</b>	<b>5,699.20</b>	<b>28,496.00</b>
<b>TOTAL REPAYMENT</b>			<b>49,539.20</b>	<b>49,539.20</b>	<b>49,539.20</b>	<b>49,539.20</b>	<b>49,539.20</b>	<b>247,696.00</b>

**3. Detailed Project Manning Plan**

S/N	Category	Local		Foreigners		TOTAL
		M	F	M	F	
<b>A.</b>	<b>Directors</b>					
1	Managing Director		1			1
2	Director			1		1
<b>B.</b>	<b>Management Team</b>					
1	Finance Manager		1			1
2	Logistics Manager				1	1
3	Technical Manager			1		1
<b>C.</b>	<b>Supervisors</b>					
1	Mechanics Supervisor	1				1
2	Fleet Supervisor			1		1
3	Supplies Supervisor		1			1
<b>D.</b>	<b>Drivers and Operators</b>					
1	Truck Drivers	20	5			25
2	Cold Storage Truck Drivers	20	5			25
3	Service Bay Operators	2	1			3
<b>E.</b>	<b>Support Staff</b>					
1	Cleaners	1	2			3
2	Mechanics	3	2			5
3	Security Guard	2	1			3
4	Accountant/ Cashier		1			1
	<b>TOTAL</b>	<b>49</b>	<b>20</b>	<b>3</b>	<b>1</b>	<b>73</b>