TRANSDAR LIMITED

BUSINESS PLAN

FOR

THE TRANSPORTATION OF PASSENGERS WITHIN THE CITY OF DAR ES SALAAM (PASSENGER RAPID TRANSPORT BY ROAD)

Prepared by;

Transdar Limited

Period to cover: (12) Twelve years

Table of Contents

EXCUTIVE SUMMARY

TRANSDAR LIMITED is a local registered Company under Tanzania Mainland companies Act 2002 (R.E 2012), Business Registrations and Licensing Agency (BRELA) and was issued a certificate of Incorporation **No. 138437752,** dated on 19th day of December, 2018.

OWNERSHIP

It is a private company limited by shares and owned by three (3) foreign Shareholders namely;

Name	**Nationality**	**No. of shares**
EMIRATES NATIONAL GROUP	United Arab Emirates	3500
ONE MOBILITY GROUP - SOLE PROPRIETORSHIP L.L.C.	United Arab Emirates	1000
AHMED ABOOD SALEH AL-BOASY	Yemeni	500

VENTURE'S POTENTIAL

The project promoters are well established in United Arab Emirates, carrying out various businesses majoring in all means of private and public transportation along with all their ancillary services. Having been in the business for more than 20 years. The directors are now well prepared to expand business here in Tanzania by establishing a project for transportation of passengers within the city of Dar es salaam (passenger rapid transport by road).

PURPOSE OF BUSINESS PLAN

The main purpose of this business plan is for implementation of the following activities;

- Updating company information and to obtain Tanzania Investment Center Registration (Certificate of Incentives)
- Obtaining various permits and Licenses.
- Ordering of passenger buses for transportation services

LOCATION

The registered office of the company will be situated at Region Dar Es Salaam, District Kinondoni, Ward Msasani, Postal code 14111, Street HAILE SELASSIE, Road HAILE SELASSIE, Plot number 1196, P.O. BOX 12729, Dar es Salaam.

CHAPTER ONE

BUSINESS DESCRIPTION

1.1 BACKGROUND OF THE BUSINESS

Business idea comes due to large increase in number of transportation companies all over the world, in both Multinationals as well as local, with population expansion and demand level in different priorities. It is a great opportunity to inspire, explore and make life easier for the present and future generation around the global through enhancement of mass transit approachability, efficiency, and convenience for smarter cities worldwide.

1.2 BUSINESS SIZE

TRANSDAR LIMITED is a Multinational Company solely with the focus of expanding its business between Tanzania and United Arab Emirates.

1.3 DESCRIPTION OF SERVICE

Transdar Limited deals with transportation of passengers within the city of Dar es salaam where Tanzanian will be able to access our cost-effective and accessible public transportation services as differentiated from other transportation companies with the logo and mark therein.

1.4 UNIQUENESS OF THE BUSINESS

The business is distinguished itself from other business in variety ways which attracts customers to opt for our services. The Company provides **One Stop Shop** for public rapid transport solutions. This is because the technology used will be of high standard; easier, faster and more convenient. The transportation options provided will be dependable, reliable, safe, cost-effective, and environmentally conscious enhancing the daily lives of all Dar es salaam residents.

1.5 PRINCIPAL ACTIVITIES

The project has major principal activities as follows;

a. Transportation of passengers within the city of Dar es salaam.

1.6 BUSINESS OBJECTIVES

The project has major objectives as following;

a. To promote transportation sector in Tanzania
b. To bring new technology and technical knowhow in the country during its business transactions.
c. To provide extra employment opportunity in the transportation sector at large scale
d. To revamp the urban transportation with the pioneering public transport services.
e. To cater to the transportation vehicles for all the simple maintenance to complex mechanical repairs.

1.7 MISSION OF THE BUSINESS

To provides reliable, affordable, environmentally conscious and sustainable transportation solutions that improve city inhabitants' daily lives.

1.8 VISION OF THE BUSINESS

To be the leading rapid public transportation services provider in Tanzania.

1.9 PURPOSE OF THE PLAN

The purpose of business plan is to act as a road map in guidance of the business operations as well as helping to acquire the Tanzania Investment Center Registration (Certificate of Incentives)

More than, through this study enables us to work out the technical and commercial details and financial viability of project for provision of the transportation solutions to passengers within the city of Dar es salaam.

CHAPTER TWO

ENVIROMENTAL AND INDUSTRIAL ANALYSIS

2.1 PESTL ANALYSIS

This part demonstrates on how external factors (political, economic, social, technological, and legal) factors may have impact in business activities and performance.

Political, as result of political stability of the country, the business will operate in the peace environment, the situation which will influence flow of customer to the business as well as favoring growth of the business.

Economically, the situation of our country is also conducive as economic variables such as annual inflation which is approximated to be 3.1% and interest rate are in the favorable rate hence economic environment will avoid financial risks that may face the business.

The company will also influence the growth of economy in the country as provide employment to citizens and hence reduce the dependence ratio.

Socio-cultural

For social cultural aspect the business has access the educational level of the population, attitude towards transportation sector and disposable income to the operational offered as this may affect the prices of the service the business is going to offer; cultural and the population structure will favor business operations.

Technologically, the continuing technological advancement specifically transportation sector will play a vital role in helping our business to grow and attain market base in very forward way, this is because of the government paying much effort and employing substantial resources on the transportation sector.

Legal, the company will be abided with rules and regulations of the United Republic of Tanzania that provide and support business operations when following its rule and regulation in business practice. This includes the registration of the business, (as its so far being registered by BRELA), tax payment and other rules.

2.2 SWOC ANALYSIS

STRENGTH

TRANSDAR LIMITED being one and unique company dealing with the rapid public transportation of passengers within the city of Dar es salaam as compared to number of demand customers found within the city, the firm will have large customer base. Hence higher probability of winning a competitive advantage.

OPPORTUNITY

As the result of economic change and global harmonization, TRANSDAR LIMITED has a great opportunity to invest in this industry as there is high demand of public transportation solutions within the city of Dar es salaam specifically in the passenger **rapid** transportation by road.

WEAKNESS

TRANSDAR LIMITED may lack ability to influence management ethical behavior to protect the business with frauds, which are mostly influenced by unethical behavior of the employees.

CHAPTER THREE

MARKET PLAN

3.1 MARKET AND MARKETING ASPECTS

The market survey carried out reveals that the current demand for quality, cost-effective and reliable rapid passenger public transportation services within the city of Dar es salaam is increasing. There is wide range between supply and demand and therefore, business opportunity exists for setting up the transportation facilities to satisfy the market demand.

With locally available facilities and experts in the field of transportation, who are dedicated to delivering the highest level of service to our customers, our country will save huge amount of foreign earnings which otherwise could be used for importations of other essential needs at present.

3.2 MARKET SIZE AND TREND

Tanzania is geographically strategically located in relation to her neighbors. Because of the above-mentioned factor, it's obvious, the country's transportation sector has a great potential in capitalizing and in contributing economic growth at large within the country.

3.3 FUTURE OUTLOOK AND TREND

TRANSDAR LIMITED's services are expected to have a good market in Tanzania as well as neighboring countries. It is quite gratifying to note that the Government of Tanzania realizes the role of transportation sector for its economic and social development, and as a result has developed fiscal and non-fiscal incentives which are very instrumental in improving the business and investment environment in the transportation sector.

3.4 COMPETITORS

Due to the limited and insufficient supply as aforementioned, no stiff completion is foreseen. However, it must be cautioned that the targeted market is very conscious regarding quality and reliability of the transportation services. Hence, production of sub- standard services or selling at prohibitive prices will immediately shift customers to substitute services.

3.4 SUPPLY POSITION

Apparently, there is only one company dealing with passenger rapid transport by road (Bus Transport services) so if there will be strong and stable company policy then there is high potentially growth. State of latest technologies to make our services more convenient and accessible will enable the company produce very high- quality services.

3.5 THE MARKETS

The services are for the local market focusing in the Dar es salaam city with in Tanzania. As mentioned above, the promoters are well versed in the business with well-established market contacts.

3.6 DISTRIBUTION

The company expects to establish its own modern facilities to facilitate distribution of its services. This will include setting up of a special bus stop points around the major city centers within the city of Dar es salaam which will be provided with all necessary facilities and resources to enable it efficiently undertakes the distribution function of the company.

3.7 PRICING STRATEGY

The company intends to offer best quality services that comply to the price charged as so instructed by the Government. There is market segment that has spending power and can afford this pricing. Therefore, this pricing will reflect the targeted market segment in focus.

CHAPTER FOUR

PROJECT MANAGEMENT

TRANSDAR LIMITED will be under the skilled and professional Management who have experience and expertism in management of the public transportation business. Under this management TRANSDAR LIMITED is expected to grow steadily while providing high quality public transportation services servicing the Dar es salaam city inhabitants all over the city.

The company will have a team of qualified and experienced functional managers in the areas of operations/ marketing, workshop finance and administration. Other senior and middle level staff will be available for the startup and subsequent operations of company, the total number of employees are expected to be 4 foreigners and 619 locals when operating at full capacity, making a total of 623 employees.

4.2 PROJECT MANAGEMENT POLICY

The day-to-day operations will be managed by the Managing Director, to be assessed by Directors of operations who will be the overall in charge of transportation services operations, a sales and marketing Director whose major responsibility will be marketing and sales, financing and administration Director who will take care all matters related to finance resources and human resources of the company.

4.3 TRANSPORTATION PROCESS

A high-capacity bus-based transit system that provides rapid, dependable, high-quality, safe, and cost-effective services at metro-level capacity. It accomplishes this by providing dedicated bus lanes that are median aligned, off-board fare collecting, level boarding, bus priority at junctions, and swift and frequent service.

- Dedicated Right-of-Way: Bus-only lanes make for faster travel and ensure that buses are never delayed due to mixed traffic congestion.
- Busway Alignment: Centre of roadway or bus-only corridor keeps buses away from the busy curb side where cars are parking, standing, and turning
- Off-board Fare Collection: Fare payment at the station, instead of on the bus, eliminates the delay caused by passengers waiting to pay on board

- Intersection Treatments: Prohibiting turns for traffic across the bus lane reduces delays caused to buses by turning traffic. Prohibiting such turns is the most important measure for moving buses through intersections – more important even than signal priority.
- Platform-level Boarding: The station should be at level with the bus for quick and easy boarding. This also makes it fully accessible for wheelchairs, disabled passengers, strollers and carts with minimal delays.

4.4 AVAILABILITY OF TRANSPORTATION FACILITIES

Transportation facilities including buses will be imported from United Arab Emirates and from other countries whenever required.

4.5 CAPACITY

The proposed transportation capacity will be 177 Buses and a Minimum of 7305 kilometers per bus per month will be travelled.

4.6 PROJECT INVESTMENT CAPITAL

The estimated capital investment cost of the project is Tshs. 151,350,000,000.00 out of which Tshs. 681,000,000.00 will be for land/building renting. Plant (bus for operation) costs have been budgeted at Tshs. 135,000,000,000.00; Vehicles cost will be Tshs. 187,500,000.00, Furniture and fittings will be Tshs. 75,000,000.00, Pre-expenses are estimated to Tshs. 2,796,700,000.00, while working capital is projected at Tshs. 8,314,000,000.00 and other investment costs at Tshs. 4,365,000,000.00

COST STRUCTURE

PARTICULARS	**AMOUNT IN Tshs.**
Land and Buildings	681,000,000.00
Plant	135,000,000,000.00
Vehicles	187,500,000.00
Furniture and fittings	75,000,000.00
Pre-expenses	2,796,700,000.00
Working capital	8,314,000,000.00
Other costs	4,365,000,000.00
Total Cost	151,350,000,000.00

For the project to be a reality and full utilized, a total of Tshs. 151,350,000,000.00 million is needed.

(i) Land and Building: Tshs. 681,000,000.00

The project has opted for long term lease of twelve years for premises owned by The Dar Rapid Transit Agency estimated to cost Tshs. 681,000,000.00.

(ii) Plant: Tshs. 135,000,000,000.00

Tshs.135,000,000,000.00 is anticipated to be spent on the purchase of Buses and their associated facilities for transportation operations.

(iii) Vehicles: Tshs. 187,500,000.00

The project has estimated that Tshs. 187,500,000.00 will be used for the purchase of vehicles. These vehicles will be used mainly for administrative purposes.

(iv) Furniture & Fixtures: Tshs. 75,000,000.00

This project investment cost item has been estimated to cost Tshs. 75,000,000.00. It will consist of office tables, chairs, telephone, printers, computers and accessories, machines, file cabinets, sofa chairs etc.

(v) Pre-expenses: Tshs. 2,796,700,000.00

Pre-operational costs cover items like company registration, expenses spent in exploring the viability of the project, especially the market/ client identification exercises. This pre operational cost item also covers issues like consulting fees, legal fees and recruitment and training costs of personnel.

(vi) Working Capital: Tshs. 8,314,000,000.00

Calculations as well as assumptions for initial working capital requirements, are estimated to cost the company Tshs. 8,314,000,000.00

(vii) Other costs: Tshs. 4,365,000,000.00

Tshs.4,365,000,000.00 is anticipated to cover for other investment costs to enhance the transportation operations, such as insurance, security and maintenance costs

CHAPTER FIVE

5.1 ASPECT OF PROJECT SUSTAINABILITY

The project sponsors having studied market conditions and the infrastructure in Tanzania are convinced that the project will be able to operate undisturbed. The growing demand for quality, cost-effective and reliable rapid public passenger transportation services locally and specifically within the city of Dar es salaam gives Transdar Limited assurance of a steady market. The peace and tranquility that exist in Tanzania is another aspect of assured business sustainability.

5.2 MONITORING AND EVALUATION

The monitoring and evaluation tools will be applied in running this project as well, the project sponsors are determined to cooperate fully with the government and other stakeholders for smooth business running.

CHAPTER SIX

FINANCIAL PLAN/FORECAST

6.1 ASSUMPTIONS

The corporate tax charged is 30% of profits. Capital investment allowance is 25%. The capital assets are exempted from custom duty and Value Added Tax. The reducing balance method of depreciation will be applicable.

It is assumed also that; major raw material will be procured from local market. Textiles products will be manufactured at the factory. Revenues have been conservatively estimated based on experience of the promoters and trends in the industry.

6.2 SOURCE OF FUND

Fund for financing the business will be raised from shareholders' equity that will amount to Tshs. 300,000,000,000.00 to assist in facilitating business operations for the development and growth of the company.

6.3 FINANCING PATTERN

The project will be financed by foreign equity component by 20% and by foreign loan being 80% of the total capital investment.

6.4 FINANCIAL PLAN/FORECASTING

6.4.1 Projected Sales and Revenue

For projection purposes, it is assumed that the economic life of the project is five (12) year's period, and that provision of the transportation services commences from the first year of operation.

Years	1	2	3	4	5	6
Total Revenue Tshs.	88,019,574,992	88,019,574,992	88,019,574,992	88,019,574,992	88,019,574,992	88,019,574,992
Years	7	8	9	10	11	12
Total Revenue Tshs.	88,019,574,992	88,019,574,992	88,019,574,992	88,019,574,992	88,019,574,992	88,019,574,992

6.4.2 Projected Profit and Loss Statement.

The Income and Expenditure Statement shows the projected income for the 12-years project period. The position depicted is that the project earns profit throughout its life

TRANSDAR LIMITED

PRO-FORMA STATEMENT OF PROFIT OR LOSS AND OTHER COMPRHENSIVE INCOME Tshs. **“000,000,000”**

YEARS	**1**	**2**	**3**	**4**	**5**	**6**
Total Revenue	88	88	88	88	88	88
Cost of Sales	-	-	-	-	-	-
Gross Profit	88	88	88	88	88	88
Operating expenses:						
Direct Salaries	5.6	9.7	9.7	9.7	9.7	9.7
Indirect Staff Salaries	1.9	2.4	2.4	2.4	2.4	2.4
Fuel	21.6	21.6	21.6	21.6	21.6	21.6
Other Expenses (Water & Electricity, Security & KPI)	3.2	3.2	3.2	3.2	3.2	3.2
Depreciation-Others	19.6	19.6	-5.3	-5.3	-5.3	-5.3
Depreciation-ROU	0	0	24.9	24.9	24.9	24.9
Maintenance	6.3	6.3	6.3	6.3	6.3	6.3
Other Bank charges	0.045	0.037	0.037	0.037	0.037	0.037
Insurance	5.5	4.6	4.7	3.6	2.5	1.4
MIGA-Political risk coverage-On Equity	-	-	-	-	-	-
Total Operating expenses	**63.7**	**67.5**	**67.6**	**66.5**	**65.3**	**64.6**
Operating Income	**24.275**	**20.555**	**20.441**	**21.539**	**22.695**	**23.375**
Non-operating expenses						
Interest expense	-	-	9.9	7.8	5.5	2.8
Pre-operating expenses	2.6	-	-	-	-	-
City service levy	0.264	0.264	0.264	0.264	0.264	0.264
Total non-operating expenses	**2.9**	**0.264**	**10.2**	**8.1**	**5.7**	**3.1**
Income before Income taxes	**21.4**	**20.3**	**10.2**	**13.5**	**17.0**	**20.3**
Provision for corporate taxes (30%)	6.4	6.1	3.1	4.0	5.1	6.1
Profit After Tax (PAT)	**14.9**	**14.2**	**7.2**	**9.4**	**11.8**	**14.2**

Continued...

YEARS	7	8	9	10	11	12
Total Revenue	88	88	88	88	88	88
Cost of Sales	-	-	-	-	-	-
Gross Profit	88	88	88	88	88	88
Operating expenses:						
Direct Salaries	9.7	9.7	9.7	9.7	9.7	9.7
Indirect Staff Salaries	2.4	2.4	2.4	2.4	2.4	2.4
Fuel	21.6	21.6	21.6	21.6	21.6	21.6
Other Expenses (Water & Electricity, Security & KPI)	3.2	3.2	3.2	3.2	3.2	3.2
Depreciation-Others	17.7	17.7	17.7	17.7	17.7	17.7
Depreciation-ROU	-	-	-	-	-	-
Maintenance	6.3	6.3	6.3	6.3	6.3	6.3
Other Bank charges	0.037	0.037	0.037	0.037	0.037	0.037
Insurance	5.5	4.6	3.7	2.9	1.9	1.1
MIGA-Political risk coverage-On Equity	-	-	-	-	-	-
Total Operating expenses	**66.4**	**65.6**	**64.7**	**63.8**	**62.9**	**62.0**
Operating Income	**21.6**	**22.5**	**23.3**	**24.2**	**25.1**	**25.9**
Non-operating expenses						
Interest expense	-	-	-	-	-	-
Pre-operating expenses	-	-	-	-	-	-
City service levy	0.264	0.264	0.264	0.264	0.264	0.264
Total non-operating expenses	**0.264**	**0.264**	**0.264**	**0.264**	**0.264**	**0.264**
Income before Income taxes	**21.3**	**22.2**	**23.1**	**23.9**	**24.9**	**25.7**
Provision for corporate taxes (30%)	6.4	6.7	6.9	7.2	7.4	7.7
Profit After Tax (PAT)	**14.9**	**15.5**	**16.2**	**16.7**	**17.4**	**18.0**

6.4.3 Projected Cash Flow

This is shown in the statement of financial position. The project has a positive end value at the year end.

TRANSDAR LIMITED

PRO- FORMA STATENT OF CASH FLOW IN Tshs. **(000,000,000)**

YEARS	**0**	**1**	**2**	**3**	**4**	**5**	**6**
Operating Activities:							
Net income		14.9	14.2	7.2	9.4	11.9	14.2
Adjustments to reconcile net income and net cash from operating Activities:							
Depreciation of property and equipment		19.6	19.6	19.6	19.6	19.6	19.6
Other non-cash operating expenses, net		-	-	-	-	-	-
Changes in operating assets and Liabilities:							
Inventories		0,592	-	-	-	-	-
Accounts receivables, net, and others		-21.7	-	-	-	-	-
Accounts payable		11.4	-	-	-	-	-
VAT payable/recoverable		-6.4	8.4	14.7	14.7	14.7	14.7
VAT paid		6.4	-8.4	-14.7	-14.7	-14.7	-14.7
NET CASH FLOW FROM OPERATING ACTIVITIES		**57.6**	**91.5**	**118.3**	**76.0**	**83.9**	**91.7**
Investing Activities:							
Purchase of Buses	-117.3	-	-	-	-	-	-
Purchase of Property and equipment	-0.146	-	-	-	-	-	-
Investment in workshop and building	-0.631	-	-	-	-	-	-
Pre-operating expenses	-2.6	-	-	-	-	-	-
Other cash payments	-	-	-	-	-	-	-
NET CASH FLOW FROM INVESTING ACTIVITIES	-120.7	-	-	-	-	-	-
Financing Activities:							
Magrin money for BG	-	-	-	-	-	-	-
Principal repayment of Capital lease obligation	149.5	-	-	-21.5	-23.6	-25.9	-28.6
Shareholders loan	3.9	-	-	-	-	-	-

Proceeds from issuing equity	-	-	-	-	-	-	-
Payment of dividends	-	-	-	-49.8	-	-	-
NET CASH FLOW FROM FINANCING ACTIVITIES							
Foreign currency effect on Cash and cash equivalents							
Net increase/decrease in Cash and Cash Equivalents							
CASH FLOW AT THE START OF THE YEAR	**32.7**	**32.7**	**57.6**	**91.5**	**46.9**	**52.4**	**57.9**
CASH FLOW AT THE END OF THE YEAR	**32.7**	**57.6**	**91.5**	**46.9**	**52.4**	**52.9**	**63.1**

Continued…

YEARS	**7**	**8**	**9**	**10**	**11**	**12**	
Operating Activities:							
Net income	14.9	15.5	16.2	16.7	17.4	18.0	
Adjustments to reconcile net income and net cash from operating Activities:							
Depreciation of property and equipment	17.7	17.7	17.7	17.7	17.7	17.7	
Other non-cash operating expenses, net	-	-	-	-	-	-	
Changes in operating assets and Liabilities:							
Inventories	-	-	-	-	-	-	
Accounts receivables, net, and others	-	-	-	-	-	-	
Accounts payable	-	-	-	-	-	-	
VAT payable/recoverable	-4.4	10.4	14.7	14.7	14.7	14.7	
VAT paid	4.4	-10.4	-14.7	-14.7	-14.7	-14.7	
NET CASH FLOW FROM OPERATING ACTIVITIES	**95.8**	**22.9**	**46.8**	**51.3**	**56.4**	**62.2**	
Investing Activities:							
Purchase of Buses	-106.1	-	-	-	-	-	-
Purchase of Property and equipment	-	-	-	-	-	-	
Investment in workshop and building	-	-	-	-	-	-	
Pre-operating expenses	-	-	-	-	-	-	
Other cash payments	-	-	-	-	-	-	
NET CASH FLOW FROM INVESTING ACTIVITIES	**-106.1**	-	-	-	-	-	-
Financing Activities:							

Magrin money for BG	-	-	-	-	-	-
Principal repayment of Capital lease obligation	-	-	-	-	-	-
Shareholders loan	-	-	-	-	-	-
Proceeds from issuing equity	-	-	-	-	-	-
Payment of dividends	-	-10	-30	-30	-30	-30
NET CASH FLOW FROM FINANCING ACTIVITIES	**-**	**-10**	**-30**	**-30**	**-30**	**-30**
Foreign currency effect on Cash and cash equivalents	-	-	-	-	-	-
Net increase/decrease in Cash and Cash Equivalents	-	-	-	-	-	-
CASH FLOW AT THE START OF THE YEAR	**63.1**	**-10.4**	**12.9**	**16.8**	**21.3**	**26.4**
CASH FLOW AT THE END OF THE YEAR	**-10.4**	**12.9**	**16.8**	**21.3**	**26.4**	**32.2**

6.4.4 Projected Balance Sheet

The Projected Balance Sheet/ Financial Position as shown below:

TRANSDAR LIMITED
PRO FORMA BALANCE SHEET IN Tshs. **(000,000,000)**

YEARS	**1**	**2**	**3**	**4**	**5**	**6**
Fixed Assets						
Property and equipment, net	98.5	78.8	59.2	39.5	19.9	0.315
Total Fixed assets	98.5	78.8	59.2	39.5	19.9	0.315
Current Assets						
Cash and cash equivalents	57.6	91.5	46.9	52.4	57.9	63.1
Inventories	0.592	0.592	0.592	0.592	0.592	0.592
Accounts Receivable, net and others	21.7	21.7	21.7	21.7	21.7	21.7
Total Current Assets	**79.9**	**113.8**	**69.3**	**74.7**	**80.2**	**85.4**
Total Assets	**178.4**	**192.3**	**128.4**	**114.2**	**100.1**	**85.7**
Current Liabilities						
Accounts Payable	11.4	11.4	11.4	11.4	11.4	11.4
Total Current Liabilities	**11.4**	**11.4**	**11.4**	**11.4**	**11.4**	**11.4**
Long term Liabilities						
Long-term debt	149.5	149.5	78.2	54.5	28.6	-
Total long-term liabilities	**149.5**	**149.5**	**78.2**	**54.5**	**28.6**	**-**
Total Liabilities	**160.9**	**160.9**	**89.6**	**65.9**	**39.9**	**11.4**
Stockholders' equity						
Equity	10	10	10	10	10	10
Shareholders' loan & Retained Earnings	-7.5	7.5	21.7	28.9	38.3	50.2
Retained for the period	14.9	14.2	7.2	9.4	11.9	14.2
Shareholders' drawings	-	-	-	-	-	-
Total Liabilities and Equity	**178.4**	**192.3**	**128.4**	**114.2**	**100.1**	**85.7**

Continued...

TRANSDAR LIMITED

PRO FORMA BALANCE SHEET IN Tshs. **(000,000,000)**

YEARS	**7**	**8**	**9**	**10**	**11**	**12**
Fixed Assets						
Property and equipment, net	88.7	70.9	53.2	35.5	17.7	-
Total Fixed assets	88.7	70.9	53.2	35.5	17.7	-
Current Assets						
Cash and cash equivalents	-10.4	12.9	16.8	21.3	26.4	32.2
Inventories	0.592	0.592	0.592	0.592	0.592	0.592
Accounts Receivable, net and others	21.7	21.7	21.7	21.7	21.7	21.7
Total Current Assets	**11.9**	**35.2**	**39.1**	**43.9**	**48.7**	**54.5**
Total Assets	**100.6**	**106.2**	**92.3**	**79.1**	**66.5**	**54.5**
Current Liabilities						
Accounts Payable	11.4	11.4	11.4	11.4	11.4	11.4
Total Current Liabilities	**11.4**	**11.4**	**11.4**	**11.4**	**11.4**	**11.4**
Long term Liabilities						
Long-term debt	-	-	-	-	-	-
Total long-term liabilities	**-**	**-**	**-**	**-**	**-**	**-**
Total Liabilities	**11.4**	**11.4**	**11.4**	**11.4**	**11.4**	**11.4**
Stockholders' equity						
Equity	10	10	10	10	10	10
Shareholders' loan & Retained Earnings	64.3	79.3	84.8	70.9	57.7	45.1
Retained for the period	14.9	15.5	16.2	16.7	17.4	18.0
Shareholders' drawings	-	-10	-30	-30	-30	-30
Total Liabilities and Equity	**100.6**	**106.2**	**92.3**	**79.1**	**66.5**	**54.5**

CHAPTER SEVEN

7.1 ECONOMIC ASPECTS

Implementation of this project will have the following social and economic values;

- Bus rapid transportation will greatly add value to passengers' mobility solutions
- The project will also involve transfer of technology.
- Employment opportunity will be created through this project.
- It will create more business opportunity to local experts in transportation services.
- It will generate substantial revenue to the government in form of corporate tax, city service levy as well as employment taxes.
- The project will also generate income to the government through foreign exchange transactions.

7.2 IMPLEMENTATION

Project implementation is expected to be commence once the project has been approved and received the Tanzania Investment Center registration and certificate of incentives. It is estimated that ordering and assembling of machines will take approximately 4 months: -

ACTIVITY	PERIOD
Update company Information and Processing Business License	June, 2024
Processing TIC Certificate of Incentives	July, 2024
Ordering of Buses	August, 2024
Arrival of Buses, facilities & Vehicles	September, 2024
Assembling and fixing of Machines/buses	October, 2024
Testing Machines/ buses	November, 2024
Commercial Transportation Operations	December, 2024

7.3 CONCLUSION AND RECOMMENDATIONS

The Project is technically feasible, financially viable, and economically sound, provided the investors will manage it efficiently.