

**Business Plan  
For  
Transportation Services  
2024-2028**

**Prepared by;**

**Floregine Company Limited  
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**Submitted to;  
Tanzania Investment Centre (TIC)**

**Date: September 2024**

## 1.0 Executive Summary

**Florengine Company Limited (FCL)**, formerly known as Florengine Super Cereal Company Limited, is a private company whose liability is limited by shares. FCL was incorporated in 2021 with certificate no. 154364323, as Florengine Super Cereal Traders Company LTD, the company began its journey as a prominent player in buying and selling of cereal products together with simple Aggro processing. Recognizing the evolving market landscape and seizing opportunities for expansion, the company diversified her operations to include among others, transportation services. In response to this strategic shift, the company re branded as Florengine Company Limited, to align her name with her broadened scope of services and operations. This transition symbolizes her commitment to growth, innovation and change to move well along with the fast radically changing business environment, as she continues to deliver excellence in both cereal trading and transportation solutions. With a foundation rooted in integrity and customer satisfaction. This strategic expansion reflects her dedication to meeting the evolving needs of her clients and solidifies her position as a trusted partner in both cereal trading and transportation industries.

With a fleet of eighteen (18) trucks, the company provide daily transport services to customers within and outside the country, her well-skilled, committed, and experienced team of drivers and management ensures safe and reliable delivery, upholding her commitment to excellence and customer satisfaction as the company slogan says.

To capitalize on the market opportunities, FCL aims at leveraging several key competitive advantages as outlined here under.

- **Fleet Size and Diversity:** With a fleet of 18 trucks, FCL has a competitive advantage in terms of capacity and flexibility, allowing her to handle a wide range of customers, ranging from small-scale to large-scale local and international deliveries.
- **Skilled Team of Drivers:** The Company boasts a well-skilled team of drivers who are experienced in navigating various routes and handling diverse cargo types. This expertise ensures efficient and reliable transportation services, minimizing delays and maximizing customer satisfaction.
- **Reliability and Timeliness:** By prioritizing reliability and timeliness, the company maintains strict schedules and delivery timelines, ensuring that shipments arrive on time and in optimal condition as desired by the company esteemed customers, thus earning the trust and loyalty from them.
- **Customer-Centrism Approach:** The company is committed to providing exceptional customer service, tailoring transportation solutions to meet the unique needs of each client. By offering personalized service(s) that are tailored differently depending on the customer needs, responsive communication, and proactive problem-solving, the company builds strong relationships and earns repeat business from her customers.
- **Safety and Compliance:** The company prioritizes safety and compliance in all aspects of her operations. The company adheres to industry regulations and best practices, implements rigorous safety protocols, and invests in ongoing driver training and vehicle maintenance. This commitment to safety instills confidence in customers and minimizes risks associated with transportation.
- **Technology and Innovation:** Embracing technological changes and innovation, FCL continuously seeks ways to optimize her transportation services. The innovated means are whether through route optimization software, real-time tracking systems, and digital communication tools,

the company takes advantage of technological changes and innovation to enhance efficiency, visibility, and transparency throughout the transportation process.

## **2.0. Company Products**

As a transportation and cereal focused company, FCL offers a range of products (goods and services) tailored to the needs of her clients in the cereal trading and transportation industry.

### **2.1. Transportation Service.**

The company provides both local and international transport services from her customers.

- **Local transportation service:** This is performed on goods locally produced and destined within the country borders. The company do provide this service to both contracted and non-contracted customers. Meanwhile the company is a registered vendor with Lake cement, Tanga cement and KIOO LTD. Non contracted customers are regular customers who enjoy our services without contract with them. These account to almost 25% of the company local sales on transport.
- **International transport services:** Floregine Company Limited (FCL) offers international transportation services, delivering goods both within and outside the East African Community (EAC). The company focuses on transporting grains and cereals to countries such as Rwanda, Burundi, Kenya, and Uganda. Additionally, FCL has a strong presence in coal transportation, moving coal from Ruvuma, Tanzania, to locations like Kajiado, Kenya (for Keda Ceramics), and Jinja, Uganda (for Modern Tiles). The company also collaborates with Kenyan firms, such as Gemcoal Limited and Movelo Limited, though it does not have direct contracts with Keda Ceramics or Modern Tiles.

In late 2023, FCL achieved a significant milestone by getting registered by the Tanzania Revenue Authority (TRA) and obtaining a license to transport goods in transit to Congo DRC. For this operation, FCL was subcontracted for transit assignments, expanding its business reach and service capabilities across the region.

### **2.2. Cereal Trading.**

The company is also engaged in the buying and selling of the cereal crops. These crops include rice, maize, sorghum and millet. Cereal trading is seasonal, and the business is at its peak during the harvest period, where the company purchases goods from the local suppliers and stores the cereals for the price increase and sells the stored cereals off season when the price of the goods has gone high. The company rent a warehouse for storage, and she is planning to acquire/construct her own warehouse in a near future as outlined under the cash needs and expenditure section.

### **2.3. Miscellaneous Activities**

These are incidental activities that the company engages in. these activities include the importation and sales of the trucks, truck trailers and trailer axles. The company imports trailers and other consumables for her own consumption, but along the course, the company sells the excess to other customers at profit. This activity is not among the main objects of the company.

### 3.0. Market Analysis and Strategy

Florengine Company Limited is a growing transportation services provider specializing in efficient logistics and delivery solutions. With a focus on fleet expansion, advanced technology integration, and high service standards, the company aims to become a leading player in the Tanzanian market.

#### 3.1. Market Analysis

- **Industry Overview:** The transportation and logistics industry in Tanzania is growing, driven by increasing trade, urbanization, and infrastructure development. The market is competitive, with both established players and new entrants.
- **Target Market:** Businesses requiring reliable transportation for goods, particularly in sectors like manufacturing, retail, and agriculture. The primary focus will be on medium to large enterprises that require consistent, high-volume transport services.
- **Market Trends:** Increasing demand for real-time tracking, eco-friendly transport options, and integrated logistics solutions. A shift towards digital platforms for booking and tracking is also observed.

#### 3.2. Competitive Analysis

- **Competitors:** Key competitors include other established logistics companies, regional transport providers, and emerging digital logistics platforms.
- **Competitive Advantage:** Florengine's strengths include a growing fleet, adoption of advanced technology, a focus on customer service, and competitive pricing. The company's commitment to expanding its fleet and upgrading technology positions it well against competitors.

#### 3.3. Marketing Objectives

- **Brand Awareness:** Increase brand recognition and awareness by 30% in the target market within the next 12 months.
- **Customer Acquisition:** Grow the customer base by 25% annually, focusing on medium to large enterprises.
- **Revenue Growth:** Achieve a 15% annual increase in revenue through expanded services and improved market penetration.

#### 3.4. Marketing Strategies

- **Product Strategy:**
  - Expand the fleet and introduce specialized services, such as temperature-controlled transportation and express delivery options.
  - Implement advanced vehicle tracking and fleet management systems to enhance service reliability and customer trust.
- **Pricing Strategy:**
  - Offer competitive pricing models, including volume discounts and flexible payment terms for key clients.
  - Introduce loyalty programs or long-term contracts to secure repeat business.

- **Promotion Strategy:**
  - **Digital Marketing:** Utilize online channels, including a well-optimized website, social media platforms, and online advertising to reach a wider audience.
  - **Content Marketing:** Develop informative content such as blogs, case studies, and white papers to establish authority in the logistics field.
  - **Public Relations:** Engage in PR activities, including press releases, industry conference participation, and sponsorship of local events to enhance brand visibility.
  - **Direct Sales:** Employ a dedicated sales team to engage with potential clients directly, offering personalized solutions and building strong relationships.
- **Distribution Strategy:**
  - **Service Coverage:** Expand geographical coverage to include key industrial and commercial hubs across Tanzania.
  - **Partnerships:** Form strategic partnerships with key suppliers, technology providers, and industry associations to enhance service offerings and credibility.

### 3.5. Marketing Implementation Plan

- **Timeline:** Detailed schedule for rolling out marketing activities, aligned with business milestones such as fleet expansion and technology upgrades.
- **Budget:** Allocation of resources for various marketing activities, including advertising, sales promotions, digital marketing.
- **Metrics and K Pis:** Establish clear metrics for tracking progress, such as brand awareness, lead generation, conversion rates, customer retention, and revenue growth.

### 3.6. Monitoring and Evaluation

- **Performance Tracking:** Regularly monitor marketing campaign performance using analytics tools and customer feedback.
- **Adjustments:** Be prepared to adjust strategies based on market feedback, competitive actions, and emerging opportunities.
- **Reporting:** Quarterly reviews of marketing performance, with a focus on key metrics and strategic goals.

Florengine Company Limited's marketing plan is designed to leverage its strengths, address market needs, and capitalize on growth opportunities. With a clear focus on expanding the customer base, increasing brand awareness, and enhancing service offerings, the company aims to secure a strong position in the Tanzanian transportation services market.

#### 4. Operational Plan

- Each day, the company's dispatch team receives freight orders and bookings from customers. Dispatchers meticulously plan routes, considering factors like distance, traffic conditions, and delivery deadlines. Routes are optimized using advanced software to ensure efficiency and timely deliveries.
- FCL's experienced drivers conduct thorough Pre-trip inspections to ensure the safety and road-worthiness of the company trucks. Once inspections are completed, drivers proceed to loading docks to pick up assigned cargo. Cargo is loaded onto trucks with precision, ensuring proper weight distribution and safe transit.
- The company drivers embark on their journeys, following planned routes and schedules. Using real-time GPS tracking and communication systems, the dispatch team monitors the progress of each truck throughout its journey. Constant communication between drivers and dispatchers allows quick response to any unexpected challenges or changes in route.
- The company drivers adhere to strict safety regulations and hours-of-service requirements, prioritizing the safety for themselves and others on the road. They maintain professionalism and courtesy while representing the Company by providing excellent customer service during each interaction.
- Upon arrival at the destination, the drivers coordinate with receivers for efficient unloading of freight. Deliveries are completed promptly and accurately, with attention to detail in handling and documentation. Any discrepancies or issues are promptly reported to the dispatch team for resolution.
- After unloading, drivers conduct post-trip inspections to identify any maintenance or safety concerns. Any issues discovered are reported to our maintenance team for prompt attention and resolution. Comprehensive reporting ensures that all aspects of the trip are documented for compliance and analysis purposes.
- Throughout the day, FCL customer service representatives are available to assist customers with inquiries, provide updates on shipments, and address any concerns. The company prioritizes open communication and responsiveness to ensure the highest level of customer satisfaction.
- FCL is committed to continuous improvement in all aspects of our operations. Feedback from drivers, customers, and stakeholders is carefully reviewed and used to implement process enhancements and innovations. The company slogan is "Your cargo in Transit is our Priority and Commitment."
- Compliance with safety regulations and industry standards is a top priority for FCL. The company maintain rigorous safety training programs and conduct regular inspections to ensure full compliance and the highest standards of safety on the road.

## 5.0. Financial Plan

To project the financial performance of Floregine Company Limited over the next five years, based on the increase in truck units and shareholder contributions, we can outline a comprehensive financial projection. Here's a structured approach:

### 5.1 Financial Projection for Floregine Company Limited (2024-2028).

#### Assumptions:

1. **Initial Trucks in 2024:** 18 trucks, adding 5 trucks in 2024, 7 trucks in 2025, 4 trucks in 2026, 3 trucks in 2027, and 5 trucks in 2028.
2. **Revenue Growth:** Assumed to be consistent with the increase in the number of trucks.
3. **Cost of Sales:** 70% of revenue.
4. **Operating Expenses:** 20% of sales
  - **Depreciation:** Calculated on a reducing balance basis at 25%, factoring in the new trucks added each year.
  - **Insurance:** Decreases by 10% each year from TZS 50,000,000 in 2024, but increases by 5% for each new truck.
  - **Rent:** Increases by 5% annually for all components (Go Down, Yard, Offices).
  - **Salaries:** Adjusted annually based on company projections
5. **EBIT** (Earnings Before Interest and Taxes): Calculated as Gross Profit minus Operating Expenses
6. **Tax Expense: 30%**
7. **Net Income:** Calculated as EBIT minus Taxes.

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**Financial Projection for Floregine Company Limited (2024-2028)**

Description/Period	2024	2025	2026	2027	2028
Trucks	18trucks+5trucks=	23Trucks+7Trucks=	30Trucks+4Trucks=	34Trucks+3Trucks	37trucks+5Trucks
	23Trucks	30Trucks	34Trucks	=	=
Revenue (TZS)	3,000,000,000	3,450,000,000	3,864,000,000	4,250,400,000	4,590,432,000
Cost-of-Sales70%(TZS)	2,100,000,000	2,415,000,000	2,704,800,000	2,975,280,000	3,213,302,400
Gross Profit (TZS)	900,000,000	1,035,000,000	1,159,200,000	1,275,120,000	1,377,129,600
Operating Expenses-20% (TZS)	600,000,000	690,000,000	772,800,000	850,080,000	918,086,400
EBIT(TZS)	300,000,000	345,000,000	386,400,000	425,040,000	459,043,200
Interest Expense	103,600,000	145,040,000	82,880,000	62,160,000	103,600,000
Earning After Interest	196,400,000	199,960,000	303,520,000	362,880,000	355,443,200
Tax Expense (30%) (TZS)	58,920,000	59,988,000	91,056,000	108,864,000	106,632,960
Earning After TAX (TZS)	137,480,000	139,972,000	212,464,000	254,016,000	248,810,240

By following this financial projection framework, Floregine Company Limited can plan for growth, manage finances effectively, and make informed decisions to achieve sustainable profitability over the next five years. Adjustments should be made as new information becomes available or market conditions change.

**5.2. Funding Requirements**

➤ **Fleet Expansion**

With the aim to meet escalating demand and expand service capacity, the company plans to acquire additional trucks 2024 through 2025. This will ensure efficient logistics operations and timely delivery of goods to customers. The financing plan needs across the years is as outlined in the table below.

**Assumptions:**

**Cost per Truck**

- Tractor Head: TZS 115,000,000
- Trailer: TZS 33,000,000
- Total Cost per Truck: TZS 148,000,000

**Financing Split:**

- Equity Finance: 30%
- Borrowed Funds: 70%

**Yearly Breakdown of Funding Needs for Fleet Expansion**

Year	Estimated cost per Truck	Cost per Truck (TZS)	Total cost (TZS)	Equity Finance (30%) (TZS)	Borrowed Funds (70%) (TZS)	Total Finance Requirements (TZS)
2024	5	148,000,000	740,000,000	222,000,000	518,000,000	740,000,000
2025	7	148,000,000	1,036,000,000	310,800,000	725,200,000	1,036,000,000
2026	4	148,000,000	592,000,000	177,600,000	414,400,000	592,000,000
2027	3	148,000,000	444,000,000	133,200,000	310,800,000	444,000,000
2028	5	148,000,000	740,000,000	222,000,000	518,000,000	740,000,000

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### Assumptions made:

- The cost per tractor head is **TZS 115,000,000/=** and the cost per trailer is **TZS 33,000,000/=**. This is the current price based on the estimated current importations. To save cost, the company will import the used trailers in best condition, and the company will finance those trailers 100% without external finance support. The company shall receive 70% finance of the cost for the newly bought tractor head from the Bank as external finance.
- All the purchases are done from abroad, meaning that the tractor head will be a brand new one (HOWO make) imported from China paid for in United States Dollar (\$) and the trailers will be imported from UK, being paid for in British pound sterling (GBP). The company has assumed the exchange rates for the two currencies against TZS will not change for the period under consideration, if the changes unassumed arise, the cost of change will be borne by the company.
- All the goods are being bought from abroad and they attract customs duties on importation. Assumption is made that no changes in tax and duty rates are expected in the period under consideration and if changes occur, FCL will cover the duties difference.
- The company has assumed that TIC will facilitate exemption for import duty to 75% and the VAT will be deferred as provided under section 11, of the Value Added Tax Act, 2014.

### Amortization Schedule for Borrowed Funds

Assumptions:

#### Principal amounts borrowed:

- 2024: TZS 518,000,000
- 2025: TZS 725,200,000
- 2026: TZS 414,400,000
- 2027: TZS 310,800,000
- 2028: TZS 518,000,000
- **External Financing:** 70% of the fleet expansion cost will be financed by bank loans
- **Interest Rate:** 20% per year
- **Repayment Period:** 24 months with a 2-month grace period

#### Amortization Schedule:

Year	Principal Borrowed (TZS)	Interest Expense (20%) (TZS)	Total Payment (TZS)
2024	518,000,000	103,600,000	621,600,000
2025	725,200,000	145,040,000	870,240,000
2026	414,400,000	82,880,000	497,280,000
2027	310,800,000	62,160,000	372,960,000
2028	518,000,000	103,600,000	621,600,000

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This schedule assumes that each year's borrowing is fully repaid within the same year, along with the corresponding interest expense. If the loans are meant to be repaid over a longer term with regular installments, a more detailed amortization schedule would be necessary.

- **Technology Upgrades:** To optimize operational efficiency and enhance customer service, investment in advanced transportation management systems, route optimization software, and real-time vehicle tracking technology is crucial. The company is planning to invest 4,000\$ (TZS 10,600,000/=) in her self-made fleet management system. The system shall be tailor made to cater for the company tracking specific needs. the amount needed to finance this function will be the entirely financed by the company from internally generated cash from operations.
- **Infrastructure Development:** Upgrading and expanding cereal and consumables warehouse facilities, loading docks, and transportation hubs are essential to accommodate increased business volume and ensure smooth operations. The estimated cost for this function is TZS 525,000,000/=. This function is important, but it can wait, and the company can operate with the existing infrastructures in a near future.
- **Marketing and Branding:** To capitalize on market opportunities and further strengthen brand presence, funding is required for strategic marketing campaigns, advertising efforts, and branding initiatives. The estimated budget is TZS 37,500,000/= that will be spent on public relations and welfare activities, and this will be company financed.
- **Talent Acquisition and Training:** Recruitment and training of additional drivers, logistics personnel and support staff are necessary to meet growing demand and maintain high service standards. The budgeted amount will be TZS 22,500,000/= which will be entirely financed by the company.
- **Compliance and Safety Measures:** Investing in enhanced safety protocols, compliance training programs, and regulatory compliance initiatives will ensure adherence to industry standards and mitigate operational risks. The company will invest in various road patrols to ensure the drivers to align with the company established and desired quality standards. Sudden and surveillance visits are expected to be carried out and the same are expected not to exceed TZS 15,000,000/=

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The following table shows the tentatively needed cash to finance the 2024-2028 projected major capital expenditure.

<b>Tentative Cash Needed and Expenditure Summary</b>						
<b>Description</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total (TZS)</b>
Cost for Truck Purchase	740,000,000	1,036,000,000	592,000,000	444,000,000	740,000,000	<b>3,552,000,000</b>
Technology Upgrades	10,600,000	-	-	-	-	<b>10,600,000</b>
Infrastructure Development	45,000,000	75,000,000	105,000,000	135,000,000	165,000,000	<b>525,000,000</b>
Marketing and Branding	1,500,000	4,500,000	7,500,000	10,500,000	13,500,000	<b>37,500,000</b>
Talent acquisition and Training	2,500,000	3,500,000	4,500,000	5,500,000	6,500,000	<b>22,500,000</b>
Compliance and Safety Measures	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	<b>15,000,000</b>
<b>Sub Total</b>	<b>802,600,000</b>	<b>1,122,000,000</b>	<b>712,000,000</b>	<b>598,000,000</b>	<b>928,000,000</b>	<b>4,162,600,000</b>
Equity Finance	<b>240,798,000</b>	<b>336,600,000</b>	<b>213,600,000</b>	<b>179,400,000</b>	<b>278,400,000</b>	<b>1,248,780,000</b>
Borrowed Funds	<b>561,862,000</b>	<b>785,400,000</b>	<b>498,400,000</b>	<b>418,600,000</b>	<b>649,600,000</b>	<b>2,913,862,000</b>

### 5.3. Sources of Finance

#### ➤ Internal Funding

- a) Shareholder Equity:
  - Utilization of internal cash reserves and shareholder contributions.
- b) Retained Earnings:
  - Reinvestment of profits from operations.

#### ➤ External Financing

- a) Bank Loans:
  - Secure loans for fleet expansion, leveraging the 70% financing for tractor heads.
- b) Government Incentives and Grants:
  - Tanzania Investment Centre (TIC) Support: Application for investment incentives, including tax exemptions and deferred VAT.
- c) Equity Investment:
  - Potential Investors: Seek equity investment from strategic partners or venture capitalists interested in the transportation sector.
- d) Trade Credit:
  - Suppliers Financing: Negotiate favorable terms with suppliers for the purchase of trucks and equipment.

## 6.0. Sources of Supply of Inputs

providing reliable and efficient transportation solutions to meet the needs of our clients. Our business relies on various inputs to deliver high-quality services to our customers. The following are the key sources of supply of inputs for our operations:

- **Vehicles**

**Manufacturers:** Floregine Company will source vehicles directly from reputable manufacturers such as HOWO, Volvo Trucks, or Scania. These manufacturers offer a wide range of vehicles suitable for various transportation needs, including trucks, and specialized vehicles.

**Dealerships:** Additionally, the company will establish relationships with authorized dealerships representing these manufacturers to access a diverse selection of vehicles, explore financing options, and receive after-sales support and maintenance services.

- **Fuel**

**Fuel Distributors:** In addition to fuel stations, the company may establish contracts with fuel distributors to purchase fuel in bulk quantities, negotiating favorable pricing and delivery terms to meet the demand of its growing fleet efficiently.

**Compressed natural Gas:** The company also aim in Introducing compressed natural tankers alongside diesel fuel, this will provide fuel diversification, reducing reliance on a single fuel source and mitigating risks associated with fuel price volatility. This diversification strategy can enhance the company's resilience to fluctuations in fuel prices and market conditions.

- **Maintenance and Repair Services**

**Auto Repair Shops:** Floregine Company will partner with reputable auto repair shops and maintenance facilities equipped to handle routine maintenance, inspections, and repairs for its fleet of vehicles. These facilities will provide professional services, timely repairs, and preventive maintenance to ensure the safety and reliability of the company's vehicles.

**In-house Maintenance Teams:** To supplement external repair services, the company may establish an in-house maintenance team comprising skilled mechanics and technicians responsible for conducting routine inspections, performing minor repairs, and managing maintenance schedules for the fleet.

- **Technology and Equipment:**

**Technology Providers:** Floregine Company will source technology solutions such as GPS systems, and fleet management software from specialized vendors. These technology providers offer advanced solutions for route optimization, vehicle tracking, and performance monitoring to enhance operational efficiency and customer service.

**Equipment Suppliers:** In addition to technology solutions, the company will acquire vehicles, trailers, and specialized equipment from reputable suppliers or manufacturers offering quality products and support services. These suppliers may include companies like HOWO are conducive with most African roads.

- **Insurance:**

**Insurance Companies:** Floregine Company will secure comprehensive insurance coverage from reputable insurance providers specializing in transportation insurance. These insurance companies offer tailored insurance solutions, including commercial vehicle insurance, liability coverage, and cargo insurance, to protect the company's assets, mitigate risks, and ensure compliance with regulatory requirements.

**Insurance Brokers:** To navigate the complex insurance landscape and obtain competitive rates, the company may engage insurance brokers to assess its insurance needs, compare policies from multiple insurers, and negotiate favorable terms on its behalf.

## 7.0. Management and Organization

### Executive Management:

- Director 1: [Florentina Kolushusho Gineton]:
- Director 2: [Charles Fortunatus Rwamugila]:
- Director 3: [Charles Fortunatus Rwamugila]:

Our executive directors play a crucial role not only in steering the strategic direction of the company but also in providing essential capital to fuel our growth and success. As key stakeholders and investors, they contribute financial resources that are instrumental in driving our operations and achieving our business objectives. The capital infusion from our executive directors enhances our operational flexibility by providing liquidity and resources to respond effectively to changing market conditions, customer demands, and industry dynamics. It allows us to invest in innovation, optimize processes, and adapt swiftly to emerging opportunities and challenges, ensuring agility and resilience in our operations.

The commitment of our executive directors to provide capital instills confidence and stability within our organization, reassuring employees, and partners about our financial strength and commitment to long-term success.

### Existing Team of Staff

- **Operations Manager:** Manages daily operations, including dispatch, route planning, and driver management.
- **Workshop Manager:** Oversees the maintenance, scheduling, and optimization of the truck fleet to ensure reliability and compliance.
- **Finance and Account team:** The team plays a crucial role in managing financial operations, ensuring compliance, and providing strategic insights to support decision-making. Comprised of skilled professionals with expertise in accounting, finance, and taxation, our team is dedicated to maintaining financial integrity, optimizing performance, and driving business success.

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- **Drivers:** Our Driver Team of 18 drivers is comprised of skilled professionals who are essential to the success of our transportation operations. They are responsible for transporting goods safely and efficiently, delivering exceptional service to our customers, and upholding our company's reputation for reliability. Our truck drivers are licensed professionals with expertise in operating various types of commercial vehicles, including semi-trailer trucks, flatbed trucks, and refrigerated trucks. They have undergone rigorous training and possess the necessary qualifications, to comply with regulatory requirements.
- **Human Resources:** Human Resource (HR) team plays a pivotal role in nurturing our most asset our people Committed to fostering a positive work environment, developing talent, and driving organizational success, our HR team is dedicated to the well-being and growth of every member of our workforce.
- **Sales and Marketing:** Our Sales and Marketing team works collaboratively to align sales strategies with marketing initiatives, ensuring a seamless and integrated approach to driving business growth. By leveraging their collective expertise and creativity, they deliver impactful campaigns, generate qualified leads, and nurture client relationships

At Floregine Company Limited, our Sales and Marketing team is more than just a group of professionals—it's a cohesive unit dedicated to driving business success and creating value for our customers. With their passion, expertise, and unwavering commitment, they are instrumental in achieving our goals and propelling our company forward.

### **Expected Job Creation with Fleet Expansion:**

#### **Operations Department:**

Additional staff will be required to manage the increased fleet size, including fleet managers, dispatchers, and operations supervisors to ensure efficient operations and compliance with regulations.

#### **Driver Department:**

With the expansion of the fleet, more drivers will be hired to operate the additional vehicles, delivering goods according to schedule and maintaining vehicle standards.

#### **Maintenance Department:**

More mechanics and technicians will be needed to handle the maintenance and repairs of the growing fleet, ensuring reliability, safety, and optimal performance of vehicles.

#### **Administrative Department:**

Additional administrative staff will be hired to manage the increased paperwork, office operations, and human resources functions associated with the growing workforce and fleet size.

#### **Safety and Compliance Department:**

The expansion will require more safety officers and compliance managers to oversee safety protocols, conduct training programs, and ensure compliance with regulations to maintain a safe working environment.

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### **Customer Service Department:**

With the growing fleet and customer base, additional customer service representatives and client managers will be recruited to handle increased inquiries, manage client accounts, and maintain high levels of customer satisfaction.

### **Logistics Department:**

More logistics coordinators and supply chain managers will be brought on board to manage the expanded transportation routes, optimize logistics, and ensure efficient delivery of goods.

### **Sales and Marketing Department:**

Additional sales representatives and marketing specialists will be hired to acquire new clients, promote transportation services, and develop marketing strategies to support business growth and fleet expansion.

### **IT and Technology Department:**

With the increased technology requirements, additional IT specialists and software developers will be recruited to manage technological infrastructure, develop transportation management systems, and provide technical support.

### **Finance and Accounting Department:**

Additional accountants and financial analysts will be required to manage the increased financial transactions, prepare budgets, analyze financial data, and ensure compliance with accounting standards for the expanding business operations.

To estimate the employment opportunities for both men and women at Floregine Company Limited from 2024 to 2028, we can consider various roles such as drivers, logistics personnel, administrative staff, and support staff.

### **Assumptions:**

**Drivers:** Each truck requires one driver.

**Support Staff to Driver Ratio:** For every 4 drivers, there is one support staff member (logistics, maintenance, administrative).

**Gender Distribution:** Aiming for a balanced distribution with 60% men and 40% women overall.

### **Calculation:**

✓ **2024:**

**Trucks:** 23 (18 existing + 5 new)

**Drivers:** 23

**Support Staff:**  $23 / 4 = 6$  (rounding up)

**Total Staff:**  $23 + 6 = 29$

**Men:**  $60\%$  of 29 = 17 (approximation.)

**Women:**  $40\%$  of 29 = 12 (approximation.)

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✓ **2025:**

**Trucks:** 30 (23 existing + 7 new)

**Drivers:** 30

**Support Staff:**  $30 / 4 = 8$  (rounding up)

**Total Staff:**  $30 + 8 = 38$

**Men:** 60% of 38 = 23 (approximation.)

**Women:** 40% of 38 = 15 (approximation.)

✓ **2026:**

**Trucks:** 34 (30 existing + 4 new)

**Drivers:** 34

**Support Staff:**  $34 / 4 = 9$  (rounding up)

**Total Staff:**  $34 + 9 = 43$

**Men:** 60% of 43 = 26 (approximation.)

**Women:** 40% of 43 = 17 (approximation.).

✓ **2027:**

**Trucks:** 37 (34 existing + 3 new)

**Drivers:** 37

**Support Staff:**  $37 / 4 = 10$  (rounding up)

**Total Staff:**  $37 + 10 = 47$

**Men:** 60% of 47 = 28 (approximation.)

**Women:** 40% of 47 = 19 (approximation.)

✓ **2028:**

**Trucks:** 42 (37 existing + 5 new)

**Drivers:** 42

**Support Staff:**  $42 / 4 = 11$  (rounding up)

**Total Staff:**  $42 + 11 = 53$

**Men:** 60% of 53 = 32 (approximation.)

**Women:** 40% of 53 = 21 (approximation.)

**Summary Table: Projected employment opportunities**

Year	Number of Trucks	Total Staff	Men	Women
2024	23	29	17	12
2025	30	38	23	15
2026	34	43	26	17
2027	37	47	28	19
2028	42	53	32	21

This table shows the projected employment opportunities for men and women from 2024 to 2028 based on the given assumptions. Adjust the ratios and numbers according to your specific operational details for a more accurate estimation.

**8.0. Risk Management Overview**

At Floregine Company Limited, we prioritize proactive risk management to safeguard our operations, assets, and stakeholders against potential uncertainties. Our comprehensive risk management approach encompasses the identification, assessment, mitigation, and monitoring of various risks, including market risk, operational risk, and external factors beyond our control.

**Identification of Risks:** We conduct regular risk assessments to identify potential risks that could impact our business objectives and operations. These risks encompass a wide range of factors, including market fluctuations, operational disruptions, regulatory changes, technological advancements, economic instability, natural disasters, and competitive pressures.

**Market Risk:** To mitigate market risk, we diversify our service offerings, customer base, and geographic presence to reduce dependency on specific market segments or regions. Additionally, we monitor market trends, conduct market research, and adapt our strategies accordingly to capitalize on opportunities and mitigate potential threats.

**Operational Risk:** Operational risk arises from internal processes, systems, human errors, and external events that could disrupt our business operations and affect service delivery, reputation, and financial performance.

To mitigate operational risk, we implement robust operational procedures, safety protocols, and quality assurance measures to minimize the likelihood of accidents, incidents, and service disruptions. We also invest in training and development programs to enhance employee skills and competencies and foster a culture of safety, compliance, and continuous improvement.

**Risk Mitigating Strategies:** We employ various strategies to mitigate identified risks effectively. This includes implementing safety measures, investing in technology and infrastructure upgrades, diversifying our revenue streams, establishing strategic partnerships, and enhancing our supply chain resilience.

Additionally, we prioritize proactive risk management and decision-making based on thorough analysis, scenario planning, and risk-adjusted performance metrics to optimize risk-return trade-offs and enhance our competitive advantage.

**Contingency Plans:** Contingency planning is essential for preparing for and responding to potential risks and disruptions. We develop comprehensive contingency plans that outline alternative courses of action, emergency response procedures, and resource allocation strategies to minimize the impact of unexpected events on our operations and financial performance.

These plans are regularly reviewed, tested, and updated to ensure their effectiveness and alignment with our evolving business environment and regulatory requirements.

**Insurance Coverage:** Insurance coverage plays a critical role in our risk management strategy by providing financial protection against potential losses and liabilities. We maintain adequate insurance coverage across various areas, including commercial auto insurance, liability insurance, cargo insurance, property insurance. By transferring certain risks to insurance providers, we mitigate our exposure to financial losses associated with accidents, damages, legal claims, and other unforeseen events, thereby enhancing our resilience and financial stability.

Our proactive approach to risk management, encompassing the identification of risks, market risk, operational risk, risk mitigating strategies, contingency plans, and insurance coverage, underscores our commitment to ensuring the long-term success and sustainability of Floregine Company Limited. By effectively managing risks and leveraging opportunities, we aim to optimize value creation for our stakeholders and achieve our strategic objectives in the dynamic and competitive transportation services industry.

## 9.0. Implementation Plan

### Capacity of the Project

Overview:

The capacity of Floregine Company Limited transportation project involves understanding the fleet's capabilities in terms of the number of trucks, their carrying capacity, and the total tonnage of goods transported annually. The project capacity will increase progressively with the addition of new trucks each year.

### Fleet Growth and Tonnage Capacity:

The company plans to expand its fleet and, consequently, its carrying capacity over the next five years. Below is the detailed breakdown:

Yearly Fleet Expansion:

- **2024:** Start with 18 trucks, adding 5 new trucks (Total: 23 trucks)
- **2025:** Add 7 new trucks (Total: 30 trucks)
- **2026:** Add 4 new trucks (Total: 34 trucks)
- **2027:** Add 3 new trucks (Total: 37 trucks)
- **2028:** Add 5 new trucks (Total: 42 trucks)

**Carrying Capacity Assumptions:**

Average Carrying Capacity per Truck: 30 tons

Average Number of Trips per Truck per Year: 48 trips

**Annual Tonnage Capacity:**

✓ **2024:**

Trucks: 23

Annual Capacity: 23 trucks \* 30 tons/truck \* 48trips = 33,120 tons

✓ **2025:**

Trucks: 30

Annual Capacity: 30 trucks \* 30 tons/truck \* 48trips = 43,200 tons

✓ **2026:**

Trucks: 34

Annual Capacity: 34 trucks \* 30 tons/truck \* 48 trips = 48,960 tons

✓ **2027:**

Trucks: 37

Annual Capacity: 37 trucks \* 30 tons/truck \* 48 trips = 53,280 tons

✓ **2028:**

Trucks: 42

Annual Capacity: 42 trucks \* 30 tons/truck \* 48trips = 60,480 tons

**Capacity Utilization:**

Capacity utilization considers how efficiently the fleet operates based on maximum potential. Factors such as maintenance, downtime, and operational efficiency influence this.

- Projected Utilization Rate: 85% (an industry standard for efficient logistics operations)

Effective Annual Capacity:

✓ **2024:**

- Effective Capacity: 33,120tons \* 0.85 = 28,152 tons

✓ **2025:**

- Effective Capacity: 43,200 tons \* 0.85 = 36,720 tons

✓ **2026:**

- Effective Capacity: 48,960 tons \* 0.85 = 41,616 tons

✓ **2027:**

- Effective Capacity: 53,280 tons \* 0.85 = 45,288 tons

✓ **2028:**

- Effective Capacity: 60,480 tons \* 0.85 = 51,408 tons

Florengine Company Limited's project capacity is designed to increase annually with the planned acquisition of new trucks. The effective capacity, considering an 85% utilization rate, reflects a realistic measure of the company's operational capacity each year

**Capacity Projection Table:**

Year	Total Trucks	Annual Capacity	Effective Capacity (Tons)
2024	23	33,120	28,152
2025	30	43,200	36,720
2026	34	48,960	41,616
2027	37	53,280	45,288
2028	42	60,480	51,408

This detailed capacity projection demonstrates Floregine Company Limited’s ability to scale its operations, meet increasing demand, and optimize its transportation services over the next five years.

**Implementation Schedule**

➤ **Year 1 (2024):**

Quarter 1:

- Finalize financing agreements and secure funding.
- Order 7 additional trucks (including 5 new tractor heads and 2 trailers).
- Initiate development of fleet management system.

Quarter 2:

- Begin construction on warehouse expansion and loading docks.
- Implement initial phase of fleet management system.

Quarter 3:

- Receive and integrate 7 new trucks into operations.
- Train drivers and logistics staff on new systems and processes.

Quarter 4:

- Complete warehouse and loading dock upgrades.
- Full deployment of the fleet management system.

➤ **Year 2 (2025):**

Quarter 1-Quarter 2:

- Assess performance and optimize operations based on new systems.
- Secure funding for additional trucks (7 units).

Quarter 3-Quarter 4:

- Order and integrate 7 new trucks.
- Evaluate and expand customer contracts based on increased capacity.

➤ **Year 3 (2026):**

Quarter1 -Quarter 2:

- Continue performance optimization.
- Secure funding for additional trucks (4 units).

Quarter 3-Quarter 4:

- Order and integrate 4 new trucks.
- Further develop transportation hubs and regional coverage.

➤ **Year 4 (2027):**

Quarter1-Quarter 2:

- Assess and optimize operational efficiency.
- Secure funding for additional trucks (3 units).

Quarter 3-Quarter 4:

- Order and integrate 3 new trucks.
- Focus on market expansion and client acquisition.

➤ **Year 5 (2028):**

Quarter1-Quarter 2:

- Conduct comprehensive performance review and strategic planning.
- Secure funding for final batch of trucks (5 units).

Quarter 3-Quarter 4:

- Order and integrate 5 new trucks.
- Complete any remaining infrastructure development projects.

## **Conclusion**

### **Driving Towards a Sustainable Future**

At Floregine Company Limited, we are committed to revolutionizing the transportation services industry through innovation, efficiency, and sustainability. Our business plan outlines a strategic road-map for achieving our goals and delivering exceptional value to our customers, employees, and stakeholders.

Throughout this document, we have articulated our vision, mission, and core values, which guide our decision-making and operations. We have identified market opportunities, analyzed industry trends, and outlined our competitive advantages, positioning us for success in a dynamic and evolving marketplace.

Our financial projections demonstrate our commitment to responsible growth and financial stability, leveraging strategic investments, cost-effective operations, and revenue diversification to drive profitability and shareholder value.

We have prioritized risk management, infrastructure upgrades, and cyber-security initiatives to ensure the resilience, reliability, and sustainability of our operations in the face of evolving challenges and uncertainties.

As we embark on this journey, we recognize the importance of collaboration, innovation, and continuous improvement. We are dedicated to fostering a culture of excellence, accountability, and social responsibility, empowering our employees to achieve their full potential and make a positive impact on the communities we serve.

In conclusion, Floregine Company Limited is poised to lead the transformation of the transportation services industry, delivering superior value, reliability, and sustainability to our customers and stakeholders. Together, we will drive towards a future where transportation is not just a service but a catalyst for progress and prosperity.