

BUSINESS PLAN

Road Freight Transportation

SQTRANS COMPANY LIMITED

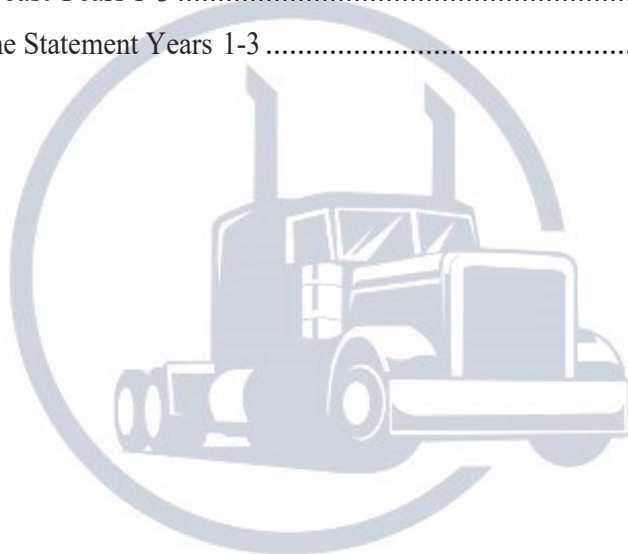


JANUARY, 2024

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1.0 Industry Overview

SQTRANS Company Limited offers transportation services throughout Tanzania with a total of 7 trucks ranging from light to heavy, SQTRANS Company Limited can meet any transportation need and works with small to medium sized businesses. Timeliness, security, and cost-efficiency are the main driving factors for the success of SQTRANS Company Limited. Through advanced technology, all transactions and deliveries are monitored to make sure that there are no delays or damages on the goods that are being transported. Every delivery is handled with the highest form of professionalism by a responsible and well-trained crew that strives to provide the best service and experience to every client.

2.0 Executive Summary

SQTRANS Company Limited is a road freight transportation company that is incorporated in Tanzania in **10th March, 2021**. It was located at Matandu Street, Maguruwe Ward, Temeke District, Dar es Salaam Region in Tanzania.

SQTRANS Company Limited offers transportation services throughout Tanzania with a total of 7 trucks ranging from light to heavy, SQTRANS Company Limited can meet any transportation need and works with small to medium-sized businesses. Timeliness, security, and cost-efficiency are the main driving factors for the success of SQTRANS Company Limited. Through advanced technology, all transactions and deliveries are monitored to make sure that there are no delays or damages on the goods that are being transported. Every delivery is handled with the highest form of professionalism by a responsible and well-trained crew that strives to provide the best service and experience to every client.

The facility has government approval for the kind of business we want to run and it is easily accessible we are deliberate about that to facilitate easy movement of raw materials and finished products.

We are in the road freight transportation industry to engage in the transportation of goods by road. We are also in business to make profits at the same to give our customers value for their money; we want to give people and businesses who patronize our well-services the opportunity to be part of the success story of SQTRANS Company Limited.



We are aware that there are several big scale and small scale road freight transportation companies scattered in Tanzania and East African Community whose services can be found in every nooks and crannies of the countries, which is why we spent time and resources to conduct our feasibility studies and market survey so as to enable us locate the business in an area that will support the growth of the business and also for us to be able offer much more than our competitors will be offering.

SQTRANS Company Limited will ensure that all her customers (wholesale distributors) are given first class treatment whenever they visit our office. We have a CRM software that will enable us manage a one-on-one relationship with our customers (wholesale distributors) no matter how large the numbers of our customer base may grow to. We will ensure that we get our customers involved when making some business decisions that will directly or indirectly affect them.

SQTRANS Company Limited is family business that will be owned and managed by Sharaff Qaed Sharaff, Rashida Abdulatif Muhsin, and Qaed Sharaf Qaed. Our CEO Mr. Sharaff Qaed Sharaff has well over 5 years of experience working in related industries. He will be working with a team of professionals to build the business and grow it to an enviable height.

Our sales manager Mr. Qaed Sharaf Qaed is Graduate of Bachelor degree of Transport and Logistics and he has 10 years' experience in road freight transportation.

3.0 Our Products and Services

SQTRANS Company Limited will be able to provide local and long-distance transportation services:

- General Freight
- Loose cargo
- Dry Bulk Freight
- Containers
- Bulk Liquids

We are going to do all that is permitted by the law of the United Republic of Tanzania to achieve our business aim and ambition.



4.0 Our Mission and Vision Statement

- Our vision is to establish standard road freight transportation company to serve in EAC and SADC countries

- Our mission is to establish a standard and world class road freight transportation company that in our own capacity will favorably compete with leaders in the industry. We want to build a Road freight transportation business that will be listed amongst the top 10 transportation brands in Africa.

5.0 Organization Structure

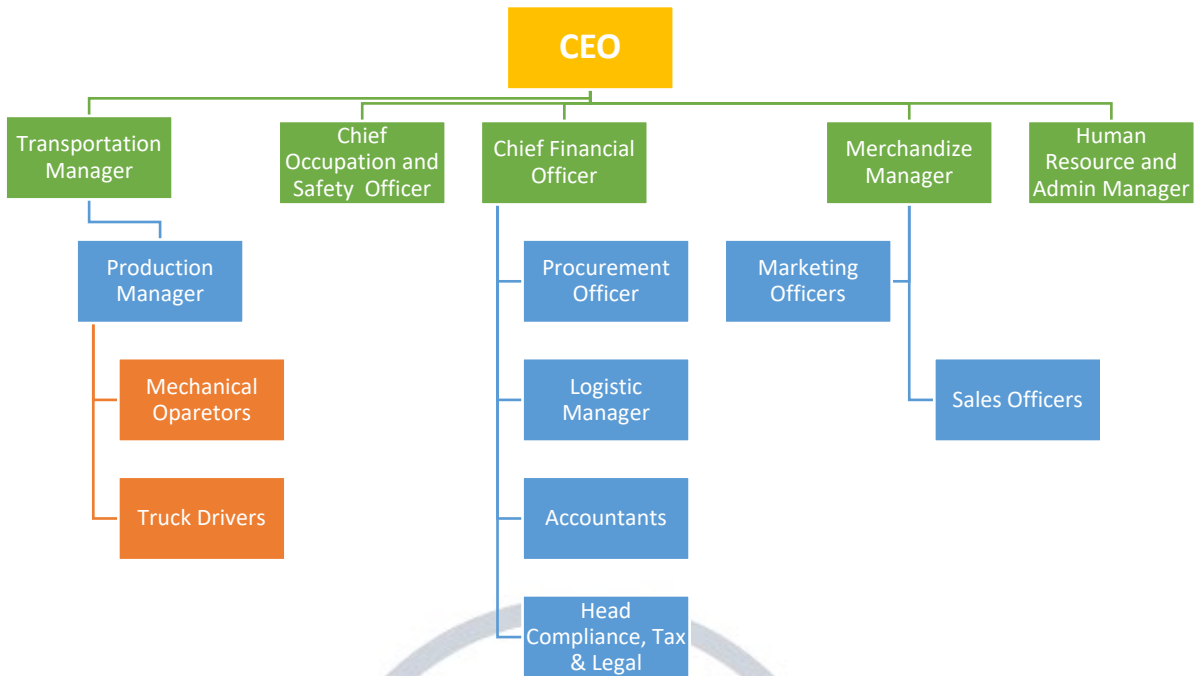
SQTRANS Company Limited is a business that is established with the aim of competing favorably with other leading road freight transportation brands in Tanzania and East Africa. This is why we will ensure that we put the right structure in place that will support the kind of growth that we have in mind while setting up the business.

We will ensure that we only hire people that are qualified, honest, hardworking, customer centric and are ready to work to help us build a prosperous business that will benefit all the stake holders (the owners, workforce, and customers).

As a matter of fact, profit-sharing arrangement will be made available to all our senior management staff and it will be based on their performance for a period of five years or more depending how fast we meet our set target. In view of that, we have decided to hire qualified and competent hands to occupy the following positions;

- Chief Executive Officer (Owner)
- Transport Manager
- Human Resources and Admin Manager
- Merchandize Manager
- Sales and Marketing Manager
- Mechanical Operators
- Chief Financial Officer
- Truck Drivers

Therefore, profit-sharing arrangement will be made available to all our senior management staff and it will base on their performance for a period of ten years or more. In view of the above, organization structure look will be as below chart explain:



6.0 Job Roles and Responsibilities

6.1 Chief Executive Officer – CEO (Owner)

- Increases management’s effectiveness by recruiting, selecting, orienting, training, coaching, counseling, and disciplining managers; communicating values, strategies, and objectives; assigning accountabilities; planning, monitoring, and appraising job results; developing incentives; developing a climate for offering information and opinions; providing educational opportunities.
- Creates, communicates, and implements the organization’s vision, mission, and overall direction – i.e. leading the development and implementation of the overall organization’s strategy.
- Responsible for fixing prices and signing business deals
- Responsible for providing direction for the business
- Creates, communicates, and implements the organization’s vision, mission, and overall direction – i.e. leading the development and implementation of the overall organization’s strategy.
- Responsible for signing checks and documents on behalf of the company
- Evaluates the success of the organization

6.2 Transport Manager

- Managing All activities of transportation, quality and maintenance.
- Implement ISO system.
- Cooperating with top Management to procure raw materials and spare parts.
- Responsible for overseeing the smooth running of the trucks
- Part of the team that determines the quantity of freights that are to be transported
- Map out a strategy that will lead to efficiency among workers
- Responsible for training, evaluation, and assessment of workers

- Ensures operation of equipment by completing preventive maintenance requirements; calling for repairs.
- Ensures that the trucks meets the expected safety standard at all times.
- Preparing the annual budget.
- Preparing the monthly, yearly performance reports including the key performance indicators results.



6.3 Human Resources and Admin Manager

- Responsible for overseeing the smooth running of HR and administrative tasks for the organization
- Updates job knowledge by participating in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations.
- Enhances department and organization reputation by accepting ownership for accomplishing new and different requests; exploring opportunities to add value to job accomplishments.
- Defines job positions for recruitment and managing interviewing process
- Carries out staff induction for new team members
- Responsible for training, evaluation and assessment of employees
- Oversees the smooth running of the daily office and factory activities.

6.4 Merchandize Manager

- Manages vendor relations, market visits, and the ongoing education and development of the organizations' buying teams
- Helps to ensure consistent quality of spare parts, body parts, and other merchandize are purchased
- Responsible for the purchase of spare parts, body parts, and other merchandize
- Responsible for planning sales, monitoring inventory, selecting the merchandise, and writing and pricing orders to vendors
- Ensures that the organization operates within the stipulated budget.

6.5 Sales and Marketing Manager

- Manages external research and coordinate all the internal sources of information to retain the organizations' best customers and attract new ones
- Models demographic information and analyze the volumes of transactional data generated by customer purchases
- Identifies, prioritizes, and reaches out to new partners, and business opportunities et al
- Responsible for supervising implementation, advocate for the customer's needs, and communicate with clients
- Develops, executes and evaluates new plans for expanding increase sales
- Documents all customer contact and information
- Represents the company in strategic meetings
- Helps to increase sales and growth for the company

6.6 Chief Financial Officer

- Responsible for preparing financial reports, budgets, and financial statements for the organization
- Provides managements with financial analyses, development budgets, and accounting reports; analyzes financial feasibility for the most complex proposed projects; conducts market research to forecast trends and business conditions.

- Responsible for financial forecasting and risks analysis.
- Performs cash management, general ledger accounting, and financial reporting
- Responsible for developing and managing financial systems and policies
- Responsible for administering payrolls
- Ensuring compliance with taxation legislation
- Handles all financial transactions for the organization
- Serves as internal auditor for the organization

6.7 Client Service Executive

- Ensures that all contacts with customer (e-mail, walk-In center, SMS or phone) provides the client with a personalized customer service experience of the highest level
- Through interaction with customers on the phone, uses every opportunity to build client's interest in the company's products and services
- Manages administrative duties assigned by the store manager in an effective and timely manner
- Consistently stays abreast of any new information on SQTRANS Company Limited services, promotional campaigns etc. to ensure accurate and helpful information is supplied to clients when they make enquiries

6.8 Mechanical Operators

- Responsible for servicing and maintenances of trucks
- Any other duty as assigned by the transport manager.

6.9 Truck Drivers

- Assists in loading and unloading carriages
- Maintains a logbook of their driving activities to ensure compliance with URT regulations governing the rest and work periods for drivers.
- Keeps a record of vehicle inspections and make sure the truck is equipped with safety equipment
- Assists the transport and logistics manager in planning their route according to a delivery schedule.
- Local delivery drivers strictly required not carry passengers on their route.
- Inspects vehicles for mechanical items and safety issues and perform preventative maintenance
- Complies with truck driving rules and regulations (size, weight, route designations, parking, break periods etc.) as well as with company policies and procedures
- Collects and verifies delivery instructions
- Reports defects, accidents or violations

7.0 Job Creation and opportunities

SQTRANS intend to produce 50-80 direct vacancies and 100 indirect vacancies. The aim is to provide employment to local Tanzanians especially in the area surrounding the project and personnel with the expertise.



8.0 SWOT Analysis

We are well informed that there are several road freight transportation companies both large and small in Tanzania and EAC which is why we are following the due process of establishing a business so as to compete favorably with them.

We know that if a proper SWOT analysis is conducted for our business, we will be able to position our business to maximize our strength, leverage on the opportunities that will be available to us, mitigate our risks and be well equipped to confront our threats.

SQTRANS Company Limited employed the services of an expert HR and Business Analyst with bias in start – up business to help us conduct a thorough SWOT analysis and to help us create a Business model that will help us achieve our business goals and objectives. This is the summary of the SWOT analysis that was conducted for SQTRANS Company Limited;

8.1 Strength

Part of what is going to count as positives for SQTRANS Company Limited is the vast experience of our management team, we have people on board who are highly experienced and understands how to grow business from the scratch to becoming a national phenomenon.

So also, the yard is located near the port of Dar es Salaam, which has made it easier for us to receive goods but also to reduce the cost and time of transportation. Our large national distribution network and of course our excellent customer service culture will count as a strong strength for the business.

8.2 Weakness

A major weakness that may count against us is the fact that we are a new Road freight transportation company and we don't have the financial capacity to engage in the kind of publicity that we intend giving the business.

8.3 Opportunities

The fact that road freight transportation is a stable industry in Tanzania and all the countries of the world means that the opportunity available to us is enormous. As a result of that, we were able to conduct a thorough market survey and feasibility studies to enable us to properly position our business to take advantage of the existing market for road freight transportation and also to create our new market. We know that it is going to require hard work, and we are well-prepared to achieve it.

8.4 Threat

We are quite aware that just like any other business, one of the major threats that we are likely going to face is economic downturn and unfavorable government policies of our targeted market. It is a fact that economic downturn affects purchasing power. Another threat that may likely confront us is the arrival of a new means of transport i.e. Standard Gauge Railway (SGR) in same location where ours is operated.

9.0 Market Analysis

Market Trends

Since 2020, the world has seen two crises that have had a massive impact on the global economy. First, as the coronavirus (COVID-19) started spreading that year, companies and stores around the world were forced to shut down, resulting in a global economic downturn. Then, as the economy was slowly starting to recover from the effects of COVID-19, Russia's President Vladimir Putin decided to invade Ukraine in February 2022, which resulted in rising inflation. At first there were fears of a global recession, but as of January 2024, it seems that most countries have fared better than first feared, and consumer confidence has been increasing since November 2022. However, Hamas' attack on Israel in October 2023 and the resulting war in Gaza has further spurred global uncertainties, and attacks by the Houthi militia based in Yemen on ships traveling through the Red Sea have disrupted international trade routes.

The logistics and transport indicators provide valuable insights into the performance and efficiency of the transportation sector, encompassing various modes of transportation and their associated indicators. These indicators play a crucial role in assessing the movement of goods and people, evaluating transportation infrastructure, and monitoring the overall health of the logistics industry. Key indicators within this market include air passengers, air freight, carrier departures, port traffic, railway lines, and vehicle purchases. Each indicator represents a specific aspect of transportation, such as passenger demand, cargo volume, transportation capacity, and infrastructure development. Tracking and analyzing these indicators enable stakeholders, including transportation companies, governments, and investors, to make informed decisions, optimize logistics operations, and identify trends and opportunities in the transportation sector.

The logistics and transport indicators domain presents unique challenges and is influenced by regulatory factors and ongoing trends. Optimizing connectivity across different modes of transportation and complying with regulatory frameworks are key challenges. Current trends include the growing demand for air travel, the rise of e-commerce and global trade, advancements in technology such as digitalization and automation, and a strong emphasis on sustainability. Staying informed about these challenges, regulations, and trends is vital for stakeholders to adapt their strategies, leverage emerging technologies, and navigate the evolving market landscape effectively. Embracing innovative solutions and addressing sustainability concerns will be crucial for future growth and success in the logistics and transport indicators domain.

The COVID-19 pandemic has had a significant impact on the logistics and transport indicators. Travel restrictions, reduced consumer mobility, and disruptions in global supply chains have affected air passenger traffic, air freight volumes, and carrier departures. Port traffic has also faced challenges due to fluctuating demand and changing trade patterns. However, the pandemic has also accelerated certain trends and innovations in the industry. The adoption of contactless delivery, the digitization of documentation and customs processes, and the utilization of data-driven approaches for supply chain management have become imperative during the crisis. Looking ahead, the outlook for the logistics and transport indicators depends on factors such as economic recovery, the evolution of global trade, technological advancements, and sustainability

initiatives. The industry is expected to witness continued growth and transformation, driven by the need for resilient supply chains, sustainable logistics practices, and enhanced connectivity to support economic growth and meet evolving consumer demands.

10.0 Our Target Market

When it comes to transport and logistics business, there is indeed a wide range of available customers. In essence, our target market can't be restricted to just a group of people, but all those who resides in our target market locations. In view of that, we have conducted our market research and we have ideas of what our target market would be expecting from us.

We are in business to engage in bulk transportation, loose cargo, containers, fuel and gas truck in different sizes to the following groups of customers;

- Manufacturers
- Distributers
- Wholesalers
- the oil and gas sector
- ICDs
- Everybody in our target market location

11.0 Sales and Marketing Strategy

- **Sources of Income**

SQTRANS is established with the aim of maximizing profits in the road freight transportation industry in Tanzania and nearby countries and we are going to go all the way to ensure that we do all it takes to sell our services to a wide range of customers.

SQTRANS Company Limited will generate income by transporting containers, loose cargo, bulk liquids, dry bulk freights and oil and gas.

12.0 Sales Forecast

One thing is certain when it comes to freight road transport business, if your trucks are reliable in time and safely delivery, you will always attract customers cum sales and that will sure translate to increase in revenue generation for the business.

We are well positioned to take on the available targeted market, every city/town where our trucks will be available and we are quite optimistic that we will meet our set target of generating enough income / profits from the first six month of operations and grow the business and our clientele base.

We have been able to critically examine the freight road transport industry and we have analyzed our chances in the industry and we have been able to come up with the following sales forecast. The sales projections are based on information gathered on the field and some assumptions that are peculiar to startups in Tanzania.

Below are the sales projections for SQTRANS Company Limited, it is based on the location of our business and other factors as they relate to small-scale and medium-scale freight road transport company start-ups in Tanzania;

- **First Fiscal Year (2023)-:** TZS 2.6 Billion
- **Second Fiscal Year (2024)-:** TZS 2.9 Billion
- **Third Fiscal Year (2025)-:** TZS 3.2 Billion

N.B: This projection is done based on what is obtainable in the industry and with the assumption that there won't be any major economic meltdown and there won't be any major competitor offering same products and customer care services as we do within same location. Please note that the above projection might be lower and at the same time it might be higher.

- **Marketing Strategy and Sales Strategy**

Before choosing a location for SQTRANS Company Limited we conduct a thorough market survey and feasibility studies in order for us to be able to be able to penetrate the available market in our target market locations.

We have detailed information and data that we were able to utilize to structure our business to attract the numbers of customers we want to attract per time and also for our services to favorable compete with other leading road freight transportation brands in particularly Tanzania, Southern and Eastern of Africa.

We hired experts who have good understanding of the freight land transport industry to help us develop marketing strategies that will help us achieve our business goal of winning a larger percentage of the available market in Tanzania and our targeted market locations.

In summary, SQTRANS Company Limited will adopt the following sales and marketing approach to sell our services;

- Introduce our new trucks by sending introductory letters to the stakeholders in Tanzania and other targeted countries.
- Advertise our services in community-based newspapers, social media, TVs and radio stations
- Leverage on the internet to promote our services
- Engage in direct marketing and sales
- Encourage the use of Word-of-mouth marketing (referrals)

13.0 Publicity and Advertising Strategy

SQTRANS Company Limited expects its target market to be individuals working and/or living within the EAC and SADC. SQTRANS promotions strategy to reach these individuals includes:

13.1 Publications

SQTRANS Company Limited will announce its product launching several weeks in advance through publicity pieces in multiple newspapers and publications. Regular advertisements will run to maintain exposure to relevant markets.

13.2 Commuter Advertising

We will drive attention toward SQTRANS Company Limited by renting billboard ad spaces along routes or highways that hold heavy traffic. Advertising on heavily traveled commute routes is an opportunity to alert large numbers of businesses of our opening.

13.3 Client Referral Programs

SQTRANS Company Limited will create an aggressive client referral program that gives discounts to existing clients for every successful referral.

13.4 Direct Mail

SQTRANS Company Limited will blanket businesses with direct mail pieces. These pieces will provide general information on SQTRANS Company Limited, offer discounts and/or provide other enticements for people to use our services.

13.5 Online Marketing

SQTRANS Company Limited will maintain a website and publish an update on on-going promotions, discounts and new feature upgrades on our fleet of trucks. It will invest resources in two forms of geographically-focused internet promotion—organic search engine optimization and pay-per-click advertising. The Company will develop its website in such a manner as to direct as much traffic from search engines as possible. Additionally, it will use highly-focused, specific keywords to draw traffic to its website.

14.0 Payment Options

The payment policy adopted by SQTRANS is all inclusive because we are quite aware that different customers prefer different payment options as it suits them but at the same time, we will ensure that we abide by the financial rules and regulation of the United Republic of Tanzania.

Here are the payment options that SQTRANS will make available to her clients;

- Payment via bank transfer
- Payment with cash
- Payment via Mobile Money
- Payment via Point-of-Sale Machine (POS)
- Payment via online bank transfer
- Payment via check
- Payment via bank draft

In view of the above, we have chosen banking platforms that will enable our client make payment for farm produces purchase without any stress on their part. Our bank account numbers will be made available on our website and promotional materials to clients who may want to deposit cash or make online transfer for the purchase of our products.

15.0 Startup Expenditure (Budget)

Starting a standard road freight transportation company is indeed a capital-intensive business. This is so because the amount required to buy trucks and cabins is not a piecemeal. The bulk of the start – up capital will be spent on leasing or acquiring a facility and also in purchasing heavy trucks and cabins.

Aside from that, you are not expected to spend much except for purchase and servicing of distribution trucks, paying of your employees and utility bills. This is the key areas where we will spend our start – up capital;

We would need an estimate of **TZS 800,000,000** to successfully set up our yard in Tanzania. Please note that this amount includes the salaries of all the staff for the first 3 month of operation.



16.0 Generating Startup Capital

SQTRANS Company Limited is a family business that is owned and financed by Sharaff Qaed Sharaff and his immediate family members. They do not intend to welcome any external business partner which is why he has decided to restrict the sourcing of the start – up capital to 3 major sources.

These are the areas we intend generating our start – up capital;

- Generate part of the start – up capital from personal savings and sharing
- Source for soft loans from family members and friends
- Apply for loan from commercial Banks

17.0 Sustainability and Expansion Strategy

The future of a business lies in the numbers of loyal customers that they have the capacity and competence of the employees, their investment strategy and the business structure. If all of these factors are missing from a business (company), then it won't be too long before the business close shop.

One of our major goals of starting SQTRANS Company Limited is to build a business that will survive off its own cash flow without the need for injecting finance from external sources once the business is officially running.

We know that one of the ways of gaining approval and winning customers over is to deliver carriages safely, on time and a little bit cheaper than what is obtainable in the market and we are well prepared to survive on a lower profit margin for a while.

SQTRANS Company Limited will make sure that the right foundation, structures, and processes are put in place to ensure that our staff welfare is well taken of. Our company's corporate culture is designed to drive our business to greater heights and training and re-training of our workforce is at the top burner.

As a matter of fact, a profit-sharing arrangement will be made available to all our management staff and it will be based on their performance for a period of three years or more. We know that if that is put in place, we will be able to successfully hire and retain the best hands we can get in the industry; they will be more committed to helping us build the business of our dreams.

18.0 Check List/Milestone

- Company Name Availability Check: Completed
- Company Registration: Completed
- Opening of Corporate Bank Accounts: Completed
- Securing Point of Sales (POS) Machines: Completed
- Opening Mobile Money Accounts: Completed
- Opening Online Payment Platforms: Completed
- Application and Obtaining VRN: In Progress
- Application for business license and LATRA licenses: Completed
- Purchase of Insurance for the Business and vehicles: Completed
- Purchase of facility and construction of standard garage: Completed
- Conducting Feasibility Studies: Completed
- Generating capital from family members and friends: Completed
- Applications for Loan from the bank: In Progress
- Writing of business plan: Completed
- Drafting of Employee's Handbook: Completed
- Drafting of Contract Documents and other relevant Legal Documents: In Progress
- Design of The Company's Logo: Completed
- Graphic Designs and Printing of Packaging Marketing / Promotional Materials: In Progress
- Recruitment of employees: In Progress
- Purchase of the Needed furniture, racks, shelves, computers, electronic appliances, office appliances and CCTV: Completed
- Creating an Official Website for the Company: In Progress
- Creating Awareness for the business both online and around the community: In Progress
- Health and Safety and Fire Safety Arrangement (License): Secured
- Establishing business relationships with vendors – wholesale suppliers/merchants: In Progress.

19.0 ANNEX 1: Financial Projection for 3 Years

A Starting Balance Sheet SQTRANS Company Limited

Fixed Assets	Amount (TZS)	Depreciation (years)	Notes
Leasehold Improvements	46,050,000	7	
Equipment	32,000,000	7	
Furniture and Fixtures	3,400,800	5	
Vehicles	781,009,050	5	
Other	7,560,800	5	
Total Fixed Assets	870,020,650.00		
Operating Capital	Amount (TZS)	Notes	
Pre-Opening Salaries and	220,000,000		
Prepaid Insurance Premiums	15,000,000		
Inventory	83,000,000		
Legal and Accounting Fees	17,000,000		
Rent Deposits	-		
Utility Deposits	29,608,100		
Supplies	75,000,000		
Advertising and Promotions	62,804,520		
Licenses	2,000,000		
Other Initial Start-Up Costs	52,709,000	Additional expenditure including website, business cards, signage and miscellaneous	
Working Capital (Cash On	-		
Total Operating Capital	557,121,620.00		
Total Required Funds	1,427,142,270.00		

B Projected Operating Expenses Years 1-3

Line Item	2023	2024	2025
Advertising	62,804,520	64,688,656	66,629,315
Car and Truck Expenses	280,000,000	288,400,000	297,052,000
Commissions and Fees	6,500,000	6,825,000	7,166,250
Insurance (other than health)	15,000,000	15,450,000	15,913,500
Legal and Professional Services	17,000,000	17,510,000	18,035,300
Licenses	2,000,000	2,100,000	2,205,000
Office Expense	2,000,000	2,060,000	2,121,800
Rent or Lease-- Vehicles, Machinery, Equipment	-	-	-
Rent or Lease-- Other Business Property	3,000,000	3,090,000	3,182,700
Repairs and Maintenance	14,560,010	15,288,011	16,052,411
Supplies	75,000,000	77,250,000	79,567,500
Travel, Meals and Entertainment	7,023,050	7,233,742	7,450,754
Utilities	29,608,100	30,496,343	31,411,233
Miscellaneous	52,709,000	54,290,270	55,918,978
Total Expenses	567,204,680.00	584,682,020.60	602,706,741.43
Other Expenses			
Depreciation	132,385,630	132,385,630	132,385,630
Commercial Loan	-	-	-
Commercial Mortgage	-	-	-
Credit Card Debt	-	-	-
Vehicle Loans	-	-	-
Other Bank Debt	-	-	-
Line of Credit	32,945,384	35,940,418	35,940,418
Total Other Expenses	165,331,013.15	168,326,048.02	168,326,048.02
Total Operating Expenses	732,535,693.15	753,008,068.62	771,032,789.44

C Sales Forecast Years 1-3

Service Lines	2023	2024	2025
Trucks hiring			
Routes Hired	1,457	1,602	1,763
Total Sales	2,623,002,388.13	2,885,302,626.94	3,173,832,889.64
Total COGS	670,322,832.52	737,355,115.77	811,090,627.35
Total Margin	1,952,679,555.61	2,147,947,511.17	2,362,742,262.29
Total Routes Hired	1,457	1,602	1,763
Total Sales	2,623,002,388.13	2,885,302,626.94	3,173,832,889.64
Total Cost of Goods Sold	670,322,832.52	737,355,115.77	811,090,627.35
Total Margin	1,952,679,555.61	2,147,947,511.17	2,362,742,262.29

D Cash Flow Forecast Years 1-3

	2023	2024	2025
Beginning Balance			
Cash Inflows			
Cash Sales	2,623,002,388.13	2,885,302,626.94	3,173,832,889.64
Accounts Receivable	-	-	-
Total Cash Inflows	2,623,002,388.13	2,885,302,626.94	3,173,832,889.64
Cash Outflows			
Investing Activities			
New Fixed Asset Purchases	-	-	-
Additional Inventory	-	-	-
Cost of Goods Sold	670,322,832.52	737,355,115.77	811,090,627.35
Operating Activities			
Operating Expenses	567,204,680.00	584,682,020.60	602,706,741.43
Payroll	331,698,595.84	386,254,065.46	497,388,606.44
Taxes	266,533,579.99		328,296,259.92
Financing Activities			
Loan Payments	-	-	-
Owners Distribution	-	-	-
Line of Credit Interest	32,945,383.51	35,940,418.37	35,940,418.37
Line of Credit Repayments	-	-	-
Dividends Paid	-	-	-
Total Cash Outflows	1,868,705,071.86	1,744,231,620.21	2,275,422,653.51
Net Cash Flows	754,297,316.27	1,141,071,006.74	898,410,236.13
Operating Cash Balance			
Line of Credit Drawdown	449,255,229.65		
Ending Cash Balance			
Line of Credit Balance			

E Projected Income Statement Years 1-3

Revenue	2023	2024	2025
Receipts	2,623,002,388	2,885,302,627	3,173,832,890
Total Revenue	2,623,002,388.13	2,885,302,626.94	3,173,832,889.64
Cost of Goods Sold			
Receipts	670,322,833	737,355,116	811,090,627
Total Cost of Goods Sold	670,322,833	737,355,116	811,090,627
Gross Margin	1,952,679,556	2,147,947,511	2,362,742,262
Payroll	331,698,596	386,254,065	497,388,606
Operating Expenses			
Advertising	62,804,520	64,688,656	66,629,315
Car and Truck Expenses	280,000,000	288,400,000	297,052,000
Commissions and Fees	6,500,000	6,825,000	7,166,250
Contract Labor (Not included in payroll)	-	-	-
Insurance (other than health)	15,000,000	15,450,000	15,913,500
Legal and Professional Services	17,000,000	17,510,000	18,035,300
Licenses	2,000,000	2,100,000	2,205,000
Office Expense	2,000,000	2,060,000	2,121,800
Rent or Lease -- Other Business Property	3,000,000	3,090,000	3,182,700
Repairs and Maintenance	14,560,010	15,288,011	16,052,411
Supplies	75,000,000	77,250,000	79,567,500
Travel, Meals and Entertainment	7,023,050	7,233,742	7,450,754
Utilities	29,608,100	30,496,343	31,411,233
Miscellaneous	52,709,000	54,290,270	55,918,978
Other Expense 1			
Other Expense 2			
Total Operating Expenses	567,204,680.00	584,682,020.60	602,706,741.43
Income (Before Other Expenses)	1,053,776,279.77	1,177,011,425.11	1,262,646,914.42
Other Expenses			
Amortized Start-up Expenses	158,040,540	158,040,540	158,040,540
Depreciation	132,385,630	132,385,630	132,385,630
Interest			
Line of Credit	32,945,384	35,940,418	35,940,418
Bad Debt Expense	-	-	-
Total Other Expenses	323,371,553.15	326,366,588.02	326,366,588.02
Net Income Before Income Tax	730,404,726.62	850,644,837.09	936,280,326.40
Income Tax	266,533,579.99	302,605,613.13	328,296,259.92
Net Income/Loss	463,871,146.63	548,039,223.97	607,984,066.48